

**INNOVATION OF AGRICULTURAL BRAND
COMMUNICATION FOR VALUE-ADDED IN
THAI RUBBER TO GLOBAL MARKET**

Sunantiga Pangchuti

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
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ABSTRACT

Title of Dissertation	Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market
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The title of this study is “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market”. The objectives of this study are 1) to study the brand building communications process of Thai rubber to create more value in the global market, 2) to study the brand communications strategy for Thai rubber to enter the global market and become Thailand’s business ambassador, 3) to study the factors that have an impact on propelling the Thai rubber brand to the global market, and 4) to develop the brand communications framework for developing Thai rubber as an agricultural product in the global market. This study employs the qualitative research methodology by categorizing the analyses into three parts as follow:

The first part is Content Analysis. This part is the study of content analysis of National Strategy B.E. 2561-2580, Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amended during B.E. 2562-2564) for analyzing the brand communication process, brand communication strategy and factors affecting communication on creating Thai’s rubber brand to global market.

The second part is to study guidelines, strategies, process, procedure in selling Thai’s rubber products to international market, and factors affecting the communicated approach to add value to Thai’s rubber. In this part, the researcher studied rubber producers in Thailand by using the In-Depth Interview methodology. There are six key informants including government agency (Rubber Authority of Thailand), the rubber

farmer institutes sector (Ban Khao Sok rubber fund cooperative, Chonburi province and the Trang rubber fund co-operative federation), Thai rubber entrepreneurs (Thai rubber Association and Thai Latex Concentrate Association) a licensed brokerage company) and Those with the role for making the decision to purchase Thai rubber (Triple and Forwarding Co., Ltd.: Licensed brokerage company).

In the final part, this part is to study Consumers of Thai rubber products abroad by in-depth interviews for analyzing attitudes and behaviors in deciding to buy rubber goods and products from Thailand by focusing on effective communication approach, communication strategies for operating rubber businesses. Five key informants were personal communication from five countries including 1) Helsinco Middle East LLC, Dohar, Qatar, 2) Mohammed Ali Al-Ghamdi Trading Est., Jeddah, Saudi Arabia, 3) Dhaishar Global Co. Ltd., Moulvibazar, Bangladesh and Hemingway Group, England, 4) Pai Cha Tar Wang Rubber Co., Ltd., the People's Republic of China and 5) NORINCO Shanghai Co. Ltd., the People's Republic of China, which is the main rubber market for Thailand.

It was found that Thai Rubber's Brand Communication for increasing value in the global rubber market is available to brand the Agricultural Commodity. Rubber goods and products are commodity goods and have different shapes and usages. These properties might be affected brand communication process in adding value in global market differently for brand creation process for raw rubber goods such as block rubber, smoked sheet rubber, fresh latex, concentrated latex, cup lump, etc. Rubber is well known in the international market because consumers buy for processing in various industries such as automotive industry, rubber glove industry, etc. Therefore, there is unnecessary to create brand for rubber products as each rubber producers, including rubber farmer institutes and rubber entrepreneurs, have their own commercial brands before export for traceability of goods. However, for the primary rubber raw material, if there is a need to add value to Thai's rubber in global market, Brand Equity and Brand Perceived Quality are required for Brand Loyalty and Brand Awareness. The mentioned brand should be created under the title "Made in Thailand" to be a certified trademark. Government organization such as Rubber Authority of Thailand should communicate brand awareness for marking positive attitudes and perceptions of customer and

increasing competitive advantage of Thai' rubber with other rubber producing countries.

Regarding the brand communication process for rubber products, Thailand should create a brand of rubber products under the name "Rubber Product of Thailand" and promote the image in the target markets for creating Brand Perceived Quality and Brand Awareness. This could enhance the acceptance of quality and standard of Thai's rubber for the development of Thai's rubber sector.

In the view of consumer in the international market were known and were aware of the properties of Thai rubber in terms of quality from raw material rubber products. It could be said that rubber is an economic crop that consumers are known and familiar with on a global scale. Therefore, the brand communication process of rubber products must be linked to the brand of rubber goods. The type of raw material that is known and believes in quality with competitive advantage in the market compared to other countries. In addition, to make value on Thai rubber products, the creation of innovative rubber products and proactive marketing should be accelerated to create opportunities for Thai rubber products in the world market.

The major strategy of Thai Rubber's Brand Communication in the global market should be used Integrated Marketing Communication and Customer Relation Management Strategies because rubber goods and products are highly competitive as many countries also produce. The customers need to touch rubber goods and products through visiting the production process, communication with personal selling and try to use them for gaining confidence in rubber goods and products before making a purchase. The customer relation management strategy would enhance the customer confidence and brand royalty. This strategy might enhance existing customers to introduce rubber goods and products to other customers.

However, guidelines for brand communication of rubber goods of new entrepreneur who need to export rubber to international market should be used price strategy for stimulating and persuading consumers to be interested in purchasing the goods. International customers who know Thai' raw rubber brand for long time such as People's Republic of China, the largest rubber consumer in Thailand and the world, would highly attention and concern about brand. Regarding guideline for marketing, integrated marketing communication strategy through sponsorship marketing/cooperation

activities with companies or organizations in the targeted countries should be employed to be a communication and sell agents for customers. This strategy might strengthen confidence and acceptance for new brand to easily enter to market.

Regarding Marketing Public Relation strategy and Brand ambassador marketing strategy, if Thailand has created rubber brand for global market as mentioned, these strategies could be used for communication and marketing for new rubber goods and products for adding value toward consumers.

However, guidelines in developing Thai rubber to be a brand ambassador of agricultural products are needed to be developed in many aspects such as building knowledge, understanding, and integrating with many stakeholders including the government sectors, private sectors and rubber farmer institutes. As the first step, Thailand should use the mentioned strategies in term of communication by the government and Rubber Authority of Thailand should be a “Brand Ambassador” for the government to manage rubber system including marketing communication system.

In addition, it was found that factors affecting brand communication for rubber goods and products are included 1) internal factors: government policy, human resource capability in research, innovation, and management, finance, production, and communication and marketing, 2) external factors: the market situation of rubber, competitors, and international consumer’s behavior and attitude.

Therefore, conceptual framework of brand communication of Thai Rubber as agricultural commodity to global market will extend knowledge and apply conceptual framework and theory to practice of every stakeholder. This will benefit agricultural communication and business by develop and add value to agricultural product towards global level. This study could be a part of communication innovation which will benefit for agricultural sector, business sector, and other sectors.

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CHAPTER 1

GENERALITIES OF THE STUDY

1.1 Background and Significance of the Study

Since the year 2000, the economy has slowed down in many countries. In this age of globalization, competition has intensified due to advances in production and communication technologies. As a result, governments in many countries have to play a creative role in assisting their nations to increase competitiveness. Consequently, the creating innovation is one of the important strategies for various nations to continue driving growth development. It an important tool for producers in seeking new benefits from the various changes in order to create business or services that is differentiated from competitors. This would reflect the capability for training, potential for learning, and industry application, which is significant in conducting business (Drucker, 1985). In addition, innovation needs research and development as well as communications to consumers, which is an important tool in fulfilling the needs for products and services. Marketing communications can lead to business success. It ensures that the organization has potential to be competitive through integrating new technology with business practices. Innovation is an important strategy that ensures the organization could be differentiated leading to comparative competitiveness of all nations in the world (Porter, 1990).

Commodity products have a single global standard; thus, the price is determined by demand and supply in the world market. As a result, commodity products around the world change in the same direction. In principle commodity products cannot compete in terms of product differentiation like other product categories. Consequently, producers cannot set the price because it is dependent on demand and supply. This is different from competitiveness from brands in creating added value beyond production capital. Producers and sellers can determine price based on the consumer perception. Therefore, many countries have brand creation activities in order to build businesses

and even create added value for these businesses. Thus, creating brand for commodity products is a crucial challenge, which is important for these products to compete and survive. This is particularly true in agricultural commodities, which are used for raw materials in producing products, which is evident in value-added in various agricultural products as follows:

1) Creating added value for agricultural products through branding is done through country of origin branding. For instance, Brazil is a major global coffee producer selling its raw materials to Anglo-Swiss Milk, Switzerland, producer of various food products such as coffee, chocolate drink, tea, and powdered milk under the Nestlé. The coffee is processed to create ready to drink coffee that is priced 10 times higher than the raw material from Brazil (Kotler & Kotler, 2013).

2) Agricultural products that have been produced and exported for a long time would be replaced when there is no brand creation because it could be replaced by other products. For instance, Thai rice used to be a number global export in 2016. However, some countries that consumed rice such as Nigeria turned to consume alternative products such as bananas and cassava, which are cheaper (Jermsak Pinthong, interview November 4, 2016. Issara News Agency).

3) Agricultural products from some countries where they are produced and exported can create value-added through product development. Consequently, brands can build a reputation for consumption. In the case of chicken, the United States is the world's number producer producing 19.9 million tons (20.1% of the global production). This is followed by China, 13.8 million tons, (13.9%), Brazil, 13.7 million tons (13.8%), and European Union, 12.5 million tons (12.6%). Thailand ranks eighth producing 3.3 million tons (3.3%) (Chaiwat Sowcharoensuk, 2020). The United States has the brand, Kentucky Fried Chicken, which is a fried chicken fast food franchise with headquarters in Louisville, Kentucky since 1952. The restaurant has popularized chicken as a fast food in the global market. This has catapulted Colonel Harland David Sanders to fame in the cultural history of America. His image is well-known as part of the KFC advertising (<https://th.wikipedia.org/wiki/KFC>).

4) Agricultural products in some countries become distinctive and create value-added through research and development to become leading commercial products. For instance, the case of Korean ginseng, which is Korea's most well-known

product from its outstanding potency. It has become a globally popular product supported by various clinical studies regarding its health benefits in enhancing the immune system, strengthening the bones, and reduction of fatigue. In addition, Korea plans to register ginseng as an intangible national cultural heritage. Also, Korea organized the Yeongju World Punggi Ginseng Expo 2021 to promote the benefits of Korean ginseng. This strengthened the image of ginseng, while reiterating Korea as its source (Jang, Korean Ginseng Association, PRNewswire, November 20, 2020).

4) Agricultural products in some countries can create added value and cultural identity resulting in global recognition. For instance, green tea is associated with Japan more than any other nation. One well-known is the Marusen brand from Shizuoka Prefecture. Japanese consumers give importance to taking care of their health. They want to know the benefits before consumption. The World Health Organization indicated that Japanese people have the longest life span in the world. Japan has held this record continuously for 20 years. This is the result of their daily routines and consumption. In addition, Japanese people believe in drinking authentic Japanese tea for health purposes making it a national identity (Shanya, Toptotravel, May 21, 2015).

Rubber is an agricultural commodity for which Thailand ranks among the global top advisors. It is sold as both raw material and value-added products. Thailand exports latex and step latex to Malaysia, where it is used to produce rubber gloves. This has resulted in the export value for Malaysia. In 2018, the export value is US\$ 4.014 billion, which ranks first in the world. Thailand is among the largest rubber producer in the world since 1991. The country ranks first in the production and export of condoms (Trade Map, 2009) under various brands. As a result, it can be observed that brand creation for agricultural commodities would create value-added. Thus, it is critical to have the process in creating value for the particular agricultural product regardless of whether it is sold as raw material or products.

The agricultural sector in Thailand is considered an important sector in the Thai economy. It is among the main income for a majority of the Thai population. It is the foundation for creating added value in the industrial sector. This is in line with the King Rama IX's speech given at Kasetsart University on July 9, 1964. "Our economy has always been dependent on agriculture. The country's income is derived from development in various sectors, of which agriculture is a majority. Thus, it can be said

that the development of the country depends on the advancement in agriculture. All of the sectors can move forward as a consequence of the success of the agricultural sector.” (Kasetsart University, July 9, 1964). The past development of the country has been based on its nature as an agricultural society. This is evident in the Fifth National Economic and Social Development Plan (1982-1986). It reflects the significance of the agricultural sector in terms of productivity and income, which is 25% of the GDP. Agricultural exports account for 60% of the income generated from all Thai exports. Today Thailand has 40% of its land dedicated to agriculture. About 6.9 million households in Thailand have their main income from agriculture. The policy for national economic and social development acknowledges the importance of agriculture continuously since the Fifth National Economic and Social Development Plan. The 11th plan (2012-2016) purported that agriculture is the income base and sustainable wealth of the nation as a food producer. There are various benefits such as creating employment, food production, and connecting to the way of life in Thai society. This contributes to reduction in poverty, create new jobs, and reduce the impact of global warming, which are strategies that product the country. It enables the nation to adapt to the effects of changes that occur both internally and externally in all social systems effectively. The plan acknowledges that the role of agriculture would reduce, yet it remains an important product base for the country. Thus, emphasis is given to the production of quality agricultural products that are of good standard, safe, environmentally friendly, and adequate in terms of suitable fair pricing (Chompoonuch Hunnak, 2019). Today the direction of the Twelfth National Economic and Social Development Plan (2017-2021) is emphasis on sustainable wealth based on the Sufficiency Economy Philosophy. It utilizes the knowledge in terms of agricultural technology and innovation promoting grouping and participation in various formats. This includes the integration of research and development to use in creating varied commercial products that serve the needs of the market (Office of The National Economic and Social Development Council, Office of the Prime Minister, 2016). It can be observed that in the past three decades, Thailand has continuously developed the agricultural sector. However, the reoccurring problems are income and livelihood of the various stakeholders. This is because agricultural products have low levels of differentiation. Some agricultural products cannot control the supply to match the

market demand resulting in price volatility. Thus, creating agricultural brands is an important strategy to create added value and differentiation for agricultural products in Thailand in particular rice and rubber, which are the nation's major economic driver.

Rice is an important Thai agricultural product, which is derived from the country's reputation as the center of food production since ancient times. Today, rice remains a product full of potential for Thailand in creating products for consumption. The products can be delivered effectively for consumers. Yet, there are still problems in terms of marketing competition resulting from consumer needs and product quality. This impacts the market share of Thai rice in the global market particularly jasmine rice. It is found that Thai exports account for 60.51% in the market. For many years, Thai jasmine rice exports has contributed billions of baht to the Thai economy. Since 2007, the amount of jasmine rice exports in Thailand has continuously declined. The main factor is the higher price of Thai jasmine rice when compared to other producers such as Vietnam or India. These countries have been able to develop the quality of their rice comparable to Thai produce. Vietnam has started to export jasmine rice. In addition, Cambodia and Myanmar, have become new jasmine rice exporters. Thai jasmine rice quality has also reduced, thus foreign countries have lost their faith in the Thai government's ability to maintain the rice quality. The volume of Thai jasmine rice exports has reduced from 3.07 million tons in 2008 to 1.92 million tons in 2013 particularly in important markets such as the US, Hong Kong, and Singapore. Research has indicated that the government should support the development of differentiation in terms of pricing for quality Thai jasmine rice in order to entice farmers to focus on the importance of maintaining rice quality. In addition, farmers need to form groups, which is critical in effectively managing the market. Also, it would develop the knowledge in the production process, which would lead to the reduction in product costs by using cheaper production factors. At the same time, at the end of the supply chain, the Thai government has to be committed in maintaining the existing market for Thai jasmine rice exports and opening new markets. It should support research and development in creating added value for jasmine rice, which would be a significant means in increasing the price of produce in a sustainable manner (Orawan Srisompan, 2014). However, in the past, the government sector has organized marketing activities to promote Thai rice to sellers from various countries around the world in the form of a seminar, "Think Rice

Think Thailand...Serving the Best Quality Rice to the World". The goal is to communicate the quality and potential of Thai rice. Thailand is a leader in the production and export of quality rice to the world that is dedicated to maintaining quality in line with health needs. This includes production processes that are environmentally friendly (Zoom, Rice, International Brand-building Thailand, Thairath Online, 2015). At the same time, the private sector has increased the potential of Thai rice by introducing organic rice. The integration of business with farming to develop the organic rice market in both domestic and international markets has to be done in conjunction of brand building for Thai jasmine rice to the world market (Wanlop Pichpongsa, Pioneering Thai Organic Rice Results in 100 million baht Exports, Economics, Matichon, 2011). However, organic products target a niche market, wherein the majority of the consumers care about the environment and health benefits. Thus, it needs support to certify its quality by government that needs to be trusted by consumers. Organic products are considered to be in the premium market with important markets in the European Union. Consumers purchase organic products by considering health issues, animal well-fare, chemical, and poisonous substance use. Moreover, consumers in the European Union need to trust in the symbol of the organization that certifies the product quality, which may differ by country (Thailand Research for Development Institute, 2010). Thai rice has been developed and changed based on marketing strategies to create a certain level of competitive advantage.

Thailand has been ranked as the top global producer and exporter of rubber for the past 20 years to the present. There are a total of 5,789,599 farmers, working on rubber plantations in Thailand (Average calculated from the registered farmers wherein the 1,568,997 households have an average of 3.69 people, People Technology Online). It can be observed that the rubber farmers make-up about 8.92% of the 64 million Thai population. They are a major macro group that are significant in driving the country's economic development. Thai rubber has experienced growth in the past five years since 2016 – 2020 in terms of land use in rubber plantations. The cultivation area has grown in three years since 2016 from 78.76 million rais to 88.35 million rais in 2018, which was reduced to 87.92 million rais in 2019 continuing to reduce to 87.61 million rais in 2020. Thus, in the past five years there has been a growth of 2.13% per year globally. Thailand is the second largest rubber producing nation in the world after Indonesia,

which has 2.89% growth in land use per year, when compared to other nations. Thus, the country has the highest growth in cultivation area in the world as presented in Table 1.1.

Table 1.1 Global Cultivation Area 2016-2020

Year	Cultivation Area (Million Rais)					
	Thailand	Indonesia	Vietnam	Malaysia	Others	Total
2016	18.47	22.74	6.08	6.74	24.73	78.76
2017	19.11	22.87	6.07	6.76	33.33	88.14
2018	20.02	22.94	6.01	6.78	32.60	88.35
2019	20.46	22.98	5.88	6.96	31.64	87.92
2020	20.58	23.01	5.79	6.92	31.31	87.61
Rate of Increase (Percentage)	2.89	0.28	- 1.29	0.82	4.28	2.13

Source: Important Agricultural Products Trend 2021, Office of Agricultural Economics.

In 2020 Thailand was among the four largest rubber producers, which include Indonesia, Vietnam, and Malaysia with a total of 56.30 million rais or 65.26% of global rubber cultivation area. The total production is 8.96 million tons, which is 70.14% of the global production. Indonesia has the largest rubber cultivation area in the world, which has increased continuously. From 22.74 million rais in 2016 to 23.01 million rais in 2020 or 0.28% growth per year. It is the second largest global producer after Thailand, which had a reduction of product from 3.36 million tons in 2016 to 2.88 million tons in 2020 or a reduction of 4.04% per year. Vietnam has the fifth largest cultivation area in the world after Indonesia, Thailand, China, and Malaysia. The cultivation area has reduced from 6.08 million rais in 2016 to 5.79 million rais in 2020 or a reduction of 1.29% per year, while production volume increased 4.42% per year as presented in Table 1.2.

Table 1.2 Production Volume 2016-2020

Year	Production Volume (Million Tons)					
	Thailand	Indonesia	Vietnam	Malaysia	Others	Total
2016	4,347.0	3,358.0	1,035.3	673.5	7,429.2	12,496
2017	4,429.0	3,680.4	1,094.5	740.1	7,866.0	13,381
2018	4,974.0	3,630.3	1,137.7	603.3	8,467.7	13,839
2019	4,851.4	3,301.4	1,185.2	639.8	8,714.6	13,841
2020	4,335.2	2,884.6	1,235.0	510.0	8,152.4	12,782
Rate of Increase (Percentage)	0.86	- 4.04	4.42	- 6.78	2.92	0.79

Source: Natural Rubber Statistics January 2021, Association of Natural Rubber Producing Countries.

Therefore, Thai rubber is an important Thai agricultural product particularly in the economic dimension. The indicators for agricultural products in creating value for Thailand point to rubber. This is because it contributes billions of baht in revenue resulting in becoming the top export for Thailand. From 2015-2019, Thailand exported a total of 806,591 million baht worth of rubber as presented in Table 1.3.

Table 1.3 Export Value of Agricultural Products 2015-2019

Product Value	(Unit: Million Baht)				
	2015	2016	2017	2018	2019
Total Value	1,359,520	1,365,975	1,554,168	1,488,866	1,350,395
Agricultural Products (Agriculture, Livestock, Fishery)	679,761	682,988	777,084	744,433	675,197
Rubber	170,421	155,781	204,556	147,343	128,490

Table 1.3 (Continued)

Product Value	2015	2016	2017	2018	2019
Total Value	1,359,520	1,365,975	1,554,168	1,488,866	1,350,395
Rice	155,912	154,690	175,161	182,082	130,584
Cassava Products	117,415	103,260	95,545	99,798	80,972
Chicken	81,190	89,113	96,025	100,398	105,029
Fresh Fruits Frozen Fruits/ Dried Fruits	44,635	54,492	76,700	85,182	113,118
Shrimp	25,368	36,887	38,149	33,164	29,690
Fish	19,956	20,333	18,898	17,434	15,807
Squid	10,187	10,307	12,007	10,950	9,522
Others	54,675	58,124	60,043	68,082	61,986

Source: Information Technology and Communications Center, Office of the Permanent Secretary Ministry of Commerce with Cooperation from the Customs Department.

Thai rubber that is exported most are blocked rubber, mixed rubber, latex, and smoked sheet rubber. These rubber products are used in various industries such as the cars and gloves, which are dependent on the world use of rubber products as presented in Table 1.4.

Table 1.4 Export of Thai Rubber Products 2015-2019

Unit: Metric Tons

Types of Rubber	2015	2016	2017	2018	2019
Smoked sheet rubber	642,376	607,844	719,170	565,821	486,002
Block rubber	1,767,061	1,729,396	1,591,797	1,546,335	1,518,550
Latex	730,364	665,939	700,445	781,792	682,055
Mixed rubber	543,794	828,058	1,242,710	1,472,903	1,269,347
Desiccated rubber sheet	3,797	3,852	3,056	2,205	1,934
Crepe rubber	7,056	8,270	50,231	37,062	9,973
Skim rubber	28,359	29,565	28,760	31,716	19,250
Raw rubber sheet	3,595	496	255	60	343
Others	23,051	20,656	106,859	69,563	48,377
Total	3,749,453	3,894,076	4,443,283	4,507,457	4,035,831

Source: Thailand Rubber Statistics, 2020.

Thai rubber production focuses on the products for export, which has propelled the nation to the world's first rank or 35.64% of the global exports. The world's largest exporter is China with a proportion of 56.6%. Most of the exports are block rubber to produce tires. This is followed by Malaysia or 11.5%, which exports latex mostly for producing gloves that are exported to Japan. This is about 7.7% of the smoked rubber sheet, which is an important Thai export that is used in the car industry (Kritsanee Pisitsupakul, 2014) as presented in Table 1.5.

Table 1.5 Thai Rubber Export Volume to Destination Countries

Unit: Metric Tons

Country	2015	2016	2017	2018	2019
China	2,136,493	2,260,124	2,789,495	2,736,178	2,305,341
Malaysia	431,615	365,237	407,456	433,742	398,372
Japan	220,700	216,936	218,622	214,062	201,451
United States	153,790	190,463	178,304	197,672	228,462
South Korea	156,261	143,751	118,485	118,551	106,283
European Union	246,505	303,692	283,139	312,949	351,854
Others	404,092	413,873	447,781	494,303	444,067
Total	3,749,456	3,894,076	4,443,283	4,507,457	4,035,830

Source: Thailand Rubber Statistics, 2020.

Although Thailand is a global major rubber producer, there are numerous problems within the industry (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579, p. 25). For instance, production for creating value-added products in Thailand to be made as raw materials in factories of which only 14% are located in the country. The remaining 86% are exported in the form of raw materials. The structure of the rubber market has few major buyers, while there are many more sellers. As a result, buyers have more bargaining power than sellers. In addition, 90% of rubber prices in the global market are determined in the futures market, which is a speculation market. Consequently, the prices become highly volatile. Moreover, rubber prices have been affected by synthetic rubber, which is a replacement product for natural rubber. Fuel prices, which have lowered, form the basis for synthetic rubber. Thus, producers have shifted to use synthetic rubber to replace natural rubber in order to reduce costs. Rubber prices have fallen causing problems for farmers, who have demanded assistance from the government. In addition to the price problem, Thai rubber production has higher costs than competitors. This has resulted in the necessity in pricing the products at higher prices than competitors. Part of the cultivation area in Thailand are located

within land areas that are not allowed for farming. Therefore, buyers particularly in Europe and Japan follow the regulations in blocking trade based on environmental issues such as FSC and PEFC. These countries only make purchases of rubber wood from plantations that are FSC approved only. At the present the only product affected by these criteria is rubber wood. However, if this trade blockage measure extended to rubber products, the Thai rubber industry would be significantly affected. Moreover, due the lack of labor in particular for rubber tapping, the industry depends on foreign labor, which is a challenging problem that needs to be urgently addressed.

As a result, the government has issued policies to solve structural problems by changing the usage and export structure aimed at increasing domestic rubber consumption. Emphasis would be on the export of rubber products, which would mean reduction in the export of rubber as raw materials. The goal is to reduce the impact of lower rubber prices and build the foundation for the sustainable growth of Thai rubber industry in the future. In 2017 Thai rubber product exports valued 251, 091.2 million baht, which grew 14.7% from the previous year. From 2014-2017, the export of rubber products grew by 7.2%. When considering the proportion of Thai rubber exports during 2014-2017, rubber used in vehicles were the largest group (56.3%), followed by rubber gloves (16.0%), rubber pipes (4.6%), and elastics (4.2%) respectively. During 2014-2017, the value of rubber used in vehicle exports grew on an average of 9.5%. This is followed by rubber gloves (2.8%), rubber pipes (11.3%), and elastics (1.2%) respectively (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579, p. 24).

However, Thailand has advantage in the rubber industry, which enables the opportunity to develop the country as the center for production and export of rubber products of the quality that is in line with user needs. This follows the Thai rubber policy and strategy with the goal to make Thailand the world rubber hub. More importantly, most of the rubber users such as China and Japan have increased their production base in Thailand, which has led to an increase in the domestic consumption of rubber in the domestic industry. In particular the use of rubber to produce rubber used in vehicles, which has the highest export value. This type of product utilizes almost 50% natural rubber for production, which is about 158,883 tons. In 2017 exports of rubber used in vehicles exports valued 148,752.6 million baht. The guideline in creating value-added for Thai rubber is derived from using rubber to produce products that have

higher value. This reflects the potential of Thai rubber in competing in the global market as a rubber producer. The main industry would be in the downstream of the supply chain in order to create added value for domestic production such as the car industry. This is because Thailand is ranked number 1 as a car production base ASEAN (Jit Plin, 2013) as presented in Table 1.6.

Table 1.6 Export Value of Thai Rubber Products

Unit: Million Baht

Type of Products	2015	2016	2017	2018	2019
Reclaimed Rubber	111.3	291.48	381.89	632.01	662.73
Other Vulcanized Rubber	108.6	114.96	81.78	86.85	101.16
Elastic	8,290.50	8,218.30	9,977.13	9,215.99	9,101.79
Rubber Floor Tiles/ Wall Décor Tiles	174.3	179.29	160.09	164.75	154.52
Rubber Pipes	9,941.50	10,675.28	11,799.74	12,522.13	23,205.98
Rubber Belt	4,287.90	4,962.55	5,401.83	5,048.08	4,076.60
Vehicle Rubber Tires	116,453.30	125,294.77	148,752.61	158,523.81	173,305.06
Rubber in Vehicles	3,205.80	3,026.63	2,963.59	2,778.89	2,653.55
Retread Tiles	2,890.50	2,984.84	3,328.65	2,602.37	2,886.00
Condoms	5,156.80	4,895.50	5,418.95	5,746.44	6,741.74
Rubber Nipples	50	51.88	51.51	62.03	70.21
Gloves	33,065.50	33,635.19	35,845.28	38,282.75	37,380.78
Insulator	614.9	348.84	371.04	343.59	382.65
Gasket/Rubber Seal	3,105.00	3,692.96	3,869.01	4,023.52	3,788.43
Rubber Bands	2,252.20	2,142.65	2,455.91	2,307.05	2,019.02
Erasers	25.2	27.48	34.54	37.17	2,770.76

Table 1.6 (Continued)

Type of Products	2015	2016	2017	2018	2019
Other Rubber Products	17,122.10	18,452.43	20,197.64	19,673.90	18,254.28
Total	206,855.40	218,995.02	251,091.18	262,051.33	287,555.26
Rubber Compound	23,518.80	11,416.45	11,276.59	11,503.40	7,786.92
Total	230,374.20	230,411.47	262,367.77	273,554.73	295,342.18

Source: Thailand Rubber Statistics, 2020.

The importance of Thai rubber in the global market is based in the quality of the rubber that can be processed to create different types of products that have natural rubber ingredients. These products are ready to be sold in the global market under various brand names to consumers around the world. This includes car tires, beds, and pillows under leading brand names. Brand creation is a critical aspect in marketing. The Thai agri-industry and food has been a success propelling the nation to be a major global player. For instance, Charoen Phokaphand Food Plc. or CPF is a brand that has over 10 years experience in producing food products under the CP Brand. These food products are exported to over 18 countries. Kosit Lohawattakul, Senior Vice President, International Marketing and Trade, Charoen Phokaphand Food Plc. or CPF (December 1, 2014) gave an interview as follows:

...Brand is created so that customers or consumers would know the difference between various products and services. Therefore, brands are critical to the organization because it is an important factor in creating confidence in the quality and standard of products produced by countries or organizations. Brands bring products to the world market beyond “quality”. In the global market brands create “value”. This is because brands mean more than quality and standard of products or services. Brands need to be socially and environmentally responsible. To create a successful brand in the foreign markets, requires the use of experts within that country. This includes marketing and brand building.

It also requires having an experienced sales team that can negotiate with the modern trade. Most importantly, confidence in one's own brand is critical because if marketers do not believe themselves, they would not be able to convince consumers or customers to trust the brand. Therefore, global organizations give importance to branding, because it signifies value. It pulls at the heartstrings of customers and consumers so they can trust the products and services. This is a critical factor that ensures sustainable growth.

Rubber is an agricultural product with attributes and image that are not differentiated among the rubber producing countries. Brands are important as a communication tool in building differentiation and value-added for products. It creates value for the rubber industry by creating brands that stand out and have value (Phot Jaichansukkit, 2013, p. 104). Consequently, brands help consumers remember, know the attributes, and distinctive characteristics that differentiates the brand from its competitors. This is done in order to serve the needs and objectives of both producers and consumers. Clear determination of the target group enables in-depth knowledge that would lead to the objective use of marketing tools to compete effectively. Analysis of the strategic factors would help to enhance the potential of the brand. This is critical in the clear and effective selection of communications and sales promotion. Consequently, development of brands, products, and organizations would lead to a sustainable market base. The preparation and creation of market opportunities in the future requires the knowledge or other factors that lead to business growth in the future. Nevertheless, other factors such as good relationships with customers and target consumers communicated through media is an important issue. The creation of strong outstanding brands that are admired enables competitiveness. Brands help consumers remember and become loyal to the product for a long time. This would lead to the product and organization to move forward, therefore, business would become sustainable. It is said that creating 1 customer requires 10 times more investment than maintaining existing customers. Thus, having regular consumers, become a customer, who is interested, admires, and has a good attitude towards the brand requires fulfilling needs. This trust and constant top of mind along with continuous consumption of a brand, is not an easy task in a market that is full of diverse brands where competition is

intense. It is no easy feat to attract consumers to change their minds to use a new brand nor to keep them using the same brand all the time.

Brand communications of rubber brands today in foreign markets acknowledge that the raw materials are agricultural products from Thailand. Therefore, the government gives importance in seeking new markets to increase the demand for rubber products. The tools utilized by the government include special events, international exhibitions, and presentation of the products by government officials including agricultural representatives, commerce representatives, and the ambassador. Additional tools include business matching and visits to showcase Thailand's strength compared to competitors in particular those rubber producing nations. The goal is to reach consumers that use rubber directly. However, Thailand has many factors that could lead to further potential development than many other nations particularly the location, environment, and geography that is conducive to producing quality rubber. Therefore, Thailand needs to prepare to become competitive among rubber producing nations, which has to be done by creating added value for rubber products by effective agricultural branding. This would enhance competitiveness during this time of low rubber prices or despite low demand. Brand building would impact the attitude and feelings consumers have resulting in behavioral changes. Consequently, consumers would have be loyal to Thai agricultural brands leading to more bargaining power of sellers. This would mean being more competitive in a saturated market.

The research titled, "Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market" is a challenge that is beneficial to Thai agricultural products. It is not just a development of farming methodology but also focuses on the commercial development. This is because in the past the government has focused on development of cultivation with no consideration of creating added value in marketing communications of rubber as presented in Figure 1.1.

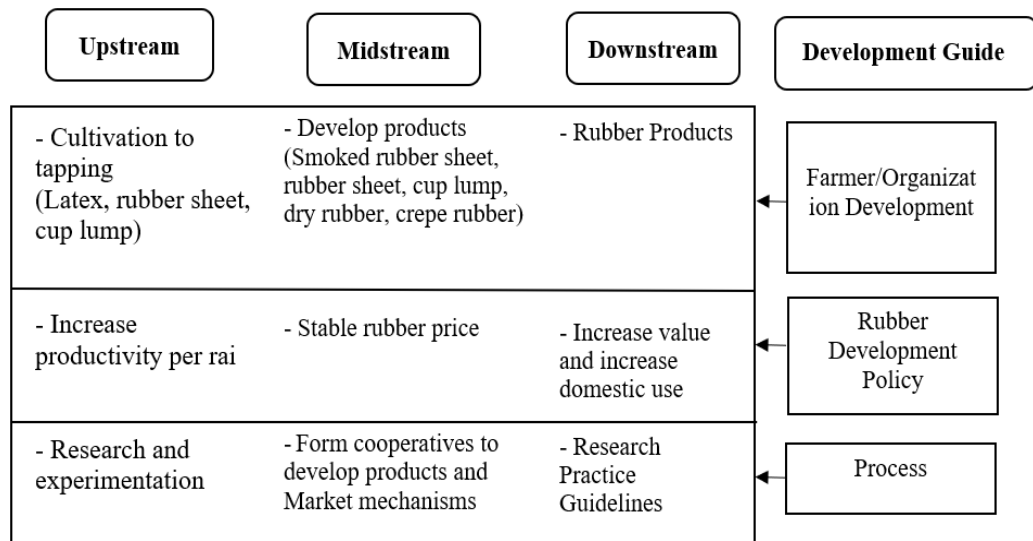


Figure 1.1 Development of Rubber Cultivation by the State

Figure 1.1 shows that the government emphasizes on the upstream and midstream operations. The downstream primarily includes industry or agricultural institutions that have the potential for business development leading to exports to foreign markets. This would lead to a strong community in terms of economics, social, and culture. Therefore, the economic and environmental situation that is rife with competition and technological innovation, requires various nations to prepare themselves. Thailand is no different. The country has made preparations in many areas including agriculture. Thailand has long been a leading agricultural products exporter in particular rubber. This study examines both the internal and external factors affecting the building of agricultural brands particularly rubber. If this becomes successful, the key learning could be used to develop brand communication strategies to help increase added value for agricultural products in order to maintain a sustainable stake in the global market.

1.2 Research Questions

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” has the following research questions:

- 1) How to create more value for Thai rubber in the global market and the creation of Thai rubber as the country’s business ambassador with dimensions in communications to create brand for agricultural products?
- 2) What are the characteristics of the communication elements that create value for the agricultural product Thai rubber?
- 3) What are some of the factors that affect communications used in building the Thai rubber brand in the global market?
- 4) How should brand building communications used to benefit agricultural products through creation of additional value for Thai rubber products and significant brand ambassador for the country in the global market be implemented?

1.3 Research Objectives

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” has the following research objectives:

- 1) To study the brand building communications process of Thai rubber to create more value in the global market.
- 2) To study the brand communications strategy for Thai rubber to enter the global market and become Thailand’s business ambassador.
- 3) To study the factors that have an impact on propelling the Thai rubber brand to the global market.
- 4) To develop the brand communications framework for developing Thai rubber as an agricultural product in the global market.

1.4 Research Hypotheses

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” has the following hypotheses:

1) Brand communication for agricultural products in particular Thai rubber can have value-added through brand communication. The process would depend on establishing integrated communications strategy including marketing public relations that includes participation from stakeholders. This also involves producers from the upstream to the downstream including support from all relevant government agencies, business enterprises, and agricultural sector.

2) The important factors that impact the Thai rubber brand communication to the global market are significantly derived from the external environment particularly political and economic factors.

1.5 Scope of the Study

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” defines the research scope as follows:

1) The analysis of content relevant to the development of Thai rubber from documents that have been officially disseminated to the public. These include National Strategy B.E. 2561-2580, Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th amendment B.E.2562-2564).

2) Examine the Thai rubber brand communications to create value-added for Thai rubber to the global market from the point of view of consumers and rubber producers both as raw material and processed products. For instance, the car industry is a major market for Thailand and can reap the most income for the country. This study examines other product categories in the world that are related to the tourism and health sector.

3) The study of Thai rubber producers would be conducted from representatives of the organization, company, or institution, who have the experience in exporting Thai rubber. Their role should include negotiation of the sales of Thai

rubber and Thai rubber products with foreign entities. These include rubber business participants such as the government, private enterprise, and rubber farmers institutes.

4) Groups that have impact on the negotiation for the decision to buy Thai rubber products represent the mediator in procuring products. They are involved in the negotiation between buyer and seller in the role of agent license holder, who have experience in the sales of Thai rubber in the global market.

5) Consumers in this study are those from the original markets, who are the major trade partners of Thailand (China), and new markets (not major trade partners).

1.6 Definition of Terms

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” has defined the terms for use in this study as follows:

Innovation is defined as brand creation of Thai rubber that is derived from design thinking, operation methodology, as well as new inventions that never been used. This also includes the development or modification of existing tools to be up-to-date for better results. This is based on the guideline or process of Thai rubber brand communications to create added value, which is expected to result in competitive advantage for Thai rubber products in the global market.

Brand communications is the creation, presentation, and communication of the brand for creating value-added for Thai rubber. This includes elements in brand value creation, which are brand awareness, acknowledgement of quality, brand loyalty, relevance of brand, and brand equity derived from consumer attitudes and feelings to Thai agricultural product namely rubber.

Domestic factors are defined as those related to agricultural business in particular Thai rubber in terms of capabilities and readiness of the Thai government management process. This includes policy, human resources, financial condition, production capabilities, communications, and marketing. These factors impact the Thai rubber brand communications to the global market.

External factors are derived from the external environment that impact Thai rubber brand communication to the global market operations. This includes the situation of the rubber market, rubber products, competitors, and consumer behavior.

Consumer behavior is defined as the consumer consumption of Thai rubber products. These factors are stimulated through elements of the marketing mix, which are products, price, place, and promotion, to influence consumer attitudes and feelings. This includes the consumer response to the purchase decision.

Agricultural products is defined as rubber, which is an economic agricultural produce, which have been categorized into two groups. These are rubber goods, which mean raw materials such as block rubber, smoked sheet rubber, concentrated latex, and cup lump. Another group is rubber products such as rubber gloves, elastic, condom, bedding, and pillows. These are products for selling, distribution, and trade.

Business ambassador are agricultural products that are reputed to represent agricultural branding. It serves to connect the relationship between the product and the target group.

Stakeholders are defined as individual or group of people or organizations that are affected and/or impact Thai rubber. Their relationship could be either direct or indirect. They can be categorized into three groups, which are Thai rubber producers including government agency, rubber farmer institutes, and Thai rubber entrepreneurs. The consumers of rubber goods and products, which are buyers, customers who are interested and have purchased Thai rubber. The group of those who are involved in the decision to purchase Thai rubber include private organizations that are representatives or intermediaries in sourcing rubber products. They might be involved in the negotiations between buyers and sellers as holders of agent license.

Global market is the market wherein business facilitates the purchase of goods and products between rubber buyers and sellers, which can be divided into two groups. The first is the original market, which is involved the business of buying Thai rubber goods or products, or are major trade partners with Thailand. The second is new market, which has not yet traded Thai rubber goods or products.

1.7 Limitations of the Study

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” has limitations as follows:

1) Rubber is a major Thai economic agricultural product. It is also a commodity that can be substituted. More importantly the market is highly competitive and the price is highly volatile. It is affected by changes in technology, politics, economics, and internal influences. Consequently, the rubber market for each respective type of product might change based on the situation. It is particularly affected by the government policy during 2017-2018, which is a limitation of the study.

2) Thai rubber is an agricultural product that create value-added in many forms. It could be exported as raw material and products. In terms of Thai rubber products, the tire industry is a major industry that ranks number 1 in terms of export value for Thailand. However, the limitation in terms of business information, interview period, and changes in the growth of other industries based on the global social and economic structure. Thus, there could be further examination of other forms of rubber products.

1.8 Significance of the Study

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” has the following contributions:

1) Develop the framework for agricultural brand communications to create value-added for Thai rubber in the global market.

2) Enhance knowledge in communications particularly for the agricultural sector, which would be beneficial for business for the effective development and creation of added value for Thai agricultural products in the global market. The results of the examination of brand communications for creating added value for Thai rubber to the global market is considered a beneficial innovation to all stakeholders.

3) Acknowledge factors that impact Thai rubber brand communications to the global market. This is a critical study for the development and modification of the policies in government agencies.

4) The brand communications process and guidelines from the case studies in creating added value of Thai rubber to the global market could be used as the model for communications in creating value for agricultural products. This could be applied to other Thai economic agricultural products in the future.

5) The research findings in terms of operations could be used to provide recommendations in terms of policy and strategy directives of the Ministry of Cooperatives and Agriculture for creating added value for agricultural products. This would also benefit the strategy devised by the Ministry of Industry in creating image for Thai products in the ASEAN and international arena.

CHAPTER 2

REVIEW OF RELATED LITERATURE AND RESEARCH FRAMEWORKS

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” is developed based on the review of related literature, theories, documents, and studies as follows:

2.1 Natural Rubber Policy

2.2 Brand and Brand Equity

2.3 Brand communication strategy

2.3.1 Integrated Marketing Communications

2.3.2 Customer Relationship Management

2.3.3 Brand Ambassador

2.3.4 Marketing Public Relations

2.4 Studies related to communications about agriculture and brand creation.

The details are explained in the following section.

2.1 Natural Rubber Policy

Thailand has the goal in sustainable development as announced in Thailand 20-year National Strategy Plan (B.E. 2561-2580). It is the first Thai national strategy, which is a key strategy envisioned in the Thai Constitution. The goal is to develop the nation based on the principles of good governance. Hence, it forms the basis for the integrated development of all plans to create a strong drive towards achievement of the goal. The action plans are aimed to lead Thailand on a path under the vision, “Thailand would be stable, wealthy, and sustainable as a developed nation based on the Sufficiency Economy Philosophy”. It is based on the national principle of stability, wealthy, and sustainable as explained in the following section (National Strategy Plan (B.E. 2561-2580, pp. 5-19).

Stability is defined as stable and safe from both domestic and external factors at all levels, which include the national, social, community, family, and individual. Stability has to be evident in all dimensions, which are economic, social, environmental, and political.

Wealthy is defined as the continuous economic expansion. Thailand is expected to join the group of high-income nations. The development gap would be reduced. The people would receive the benefits from the development equally. The Thai economy would be highly competitive capable of creating high income from both domestic and external sources. Thailand is poised to be the center of connection within the region in terms of transportation, production, trade, investment, and business.

Sustainable is defined as the development that leads to prosperity, income, and quality of life continuously for the people. This would lead to economic expansion that does not overuse the natural resources and does not create environmental pollution beyond the healing capability of the ecosystem. Production and consumption should be environmentally friendly in line with the regulations of the world community. The emphasis is on the benefit of the people with a focus on participation from all groups in society. This is done in line with the Sufficiency Economy Philosophy to ensure balanced, stable, and sustainable development.

The National Strategy Plan is used for the development of the country for 20 years. It is comprised of 6 strategies. This includes strategy for sustainability, strategy to create competitiveness, strategy for the development and enhancement of people's potential, strategy to create opportunity for social equality, strategy for growth based on quality of life that is environmentally friendly, and strategy for harmonization in the government sector management. The critical component driving the development of agricultural products is the strategy to create competitiveness. Thailand is one of the major players in the production and sales of agricultural products in the global market based on tropical agricultural produce. This competitiveness is based on biodiversity wherein the agribusiness could be used to create added value. The emphasis is on high quality products that are driven with technology and innovation focusing on productivity both in terms of volume and value as well as variety of products. The goal is to give farmers more income. When talking about the Thai agricultural produce, rubber is one of the main incomes generating exports. Rubber is sold in the form of raw

material and rubber products raking in tens of billions of baht. For instance, in 2019 Thailand has exported rubber products such as block rubber, smoked sheet rubber, latex, and other products totaling 142,973.34 million baht. Rubber products such as rubber used in vehicles, rubber gloves, elastics, condoms, and other products totaling 295,342.18 million baht (Thailand Statistics, 2020). Thus, it is a major driving economic force that creates value added in rubber agricultural and industrial sector. Therefore, the Thai government developed Thailand 20-year Natural Rubber Strategy (B.E. 2560-2579), by the Ministry of Agriculture and Cooperatives, which was presented to the cabinet to acknowledge the plan. The main points presented and important comments (from the Cabinet agriculture group, online, <https://www.moac.go.th/command-preview-412991791798> published December 3, 2019).

1) Acknowledge Thailand 20-year Natural Rubber Strategy (B.E. 2560-2579), which has the vision “Nation, which produces good quality rubber ensuring sustainable agricultural income”. The plan would drive the rubber strategy that leads to the operations framework categorized in three phases-Phase 1 years 1-5 (B.E. 2560-2564); Phase 2 years 6-10 (B.E. 2565-2569); and Phase 3 years 11-20 (B.E. 2570-2579). There are five strategies-Strategy 1-strengthening farmers and agricultural institutions of the rubber farmers; Strategy 2-increase the effectiveness and enhance the quality and standard; Strategy 3-research and development of technology and innovation; Strategy 4-develop markets and distribution channels; and Strategy 5-development of support factors based on the proposal made by the Ministry of Agriculture and Cooperatives. The ministry has adjusted the time frame of the National Strategy Plan (B.E. 2561-2580). The aim is to drive Thailand 20-year Natural Rubber Strategy (B.E. 2560-2579, pp. 1-2) to achieve its strategic goal, Rubber Authority of Thailand as follows:

(1) Rubber cultivation area to be reduced from 23.3 million rais in 2016 to 18.4 million rais in 2036.

(2) Rubber productivity would be increased in terms of production per area from 224 kilogram per rai in 2016 to 360 kilogram per rai in 2036.

(3) The proportion of domestic rubber use would increase from 13.6% in 2016 to 35% in 2036.

(4) Value of rubber exports would increase rubber products export from 250,000 million baht per year in 2016 to 800,000 million baht per year in 2036.

(5) Income from rubber farming would increase in terms of cultivation from 11,984 baht per rai in 2016 to 19,800 baht per rai in 2036.

2) The Ministry of Agriculture and Cooperatives and relevant agencies have received the recommendation from the Ministry of Finance, Ministry of Higher Education, Science, Research, and Innovation, Ministry of Foreign Affairs, Ministry of Natural Resources and Environment, Ministry of Commerce, Ministry of Education, Ministry of Health, Ministry of Industry, National Economic and Social Development Council, and Bureau of Budget that there must be continuous follow-up and evaluation of the operations based on the Rubber Strategy. This should be done in order to ensure the implementation of the Rubber Strategy effectively to achieve its goals. Rubber Authority of Thailand should be the main agency in ensuring cooperation of relevant agencies in order to set the standard, price level, and list of products needed to improve the surface of sports facilities. This should also be done in supporting the use of rubber in government agencies in the case of having one buyer to set the standard. Rubber Authority of Thailand should study guidelines to increase use of natural rubber in the country so that it could be considered for implementation from relevant agencies.

3) The Ministry of Agriculture and Cooperatives and relevant agencies would increase demand for rubber goods and products in order to promote the use of rubber in government agencies. The goal is to set clear operations guidelines in addition to consideration in terms of suitability and probability in cultivating other plants or raising animals together with rubber cultivation. This would be done to maximize the beneficial use of the land.

4) The Ministry of Finance (The Comptroller General's Department) and the Bureau of Budget need to jointly consider guidelines for solving problems, reducing obstacles, and limitations in the purchase process. This would assist the government agencies to procure more rubber or rubber products to use in their responsible operations more rapidly.

5) The Ministry of Agriculture and Cooperatives would cooperate with the Ministry of Natural Resources and Environment, Ministry of Interior, and relevant agencies in order to facilitate the collection and usage of agricultural cultivation area.

This would include clear and accurate reports on the rubber cultivation that have encroached forest areas and other restricted areas. The use of this data, guidelines, and directives to solve problems of encroachment areas within the responsibility, which would be presented to the National Commission for Land Use Policy. The guidelines and directives would consider the impact and problems faced by low income farmers.

The policy would determine Thailand 20-year Natural Rubber Strategy (B.E. 2560-2579), which is in line with this study as follows:

1) The strategy would strengthen rubber farmers and agriculture institutions of rubber farmers in order to create stable higher income. The agriculture institutions of rubber farmers are strong since farmers have continuously relied on for assistance. They have professional management, which includes business capabilities.

2) The strategy would increase the effectiveness in order to improve the standard. This would result in the increase of rubber productivity per rai, reduce production costs, have more standard rubber products, and increased confirmation that rubber cultivation does not encroach on forests.

3) The strategy for research, technology, and innovation would result in more research works for innovation related to rubber. This would increase copyrights to the inventions in using rubber and continuous rubber products development resulting from research works. In addition, there would be more new researchers involved in the research and development of rubber.

4) The strategy for market and distribution channel would make sure that farmers and agriculture institutes of rubber farmers get fair prices. The development of the rubber market in Thailand would facilitate trade as a global reference. This would increase rubber distribution in particular rubber products for both the domestic and international market. This would increase the export value of rubber products.

5) The strategy for development of support factors would result in the creation of infrastructure to serve and support the development of the rubber industry. There should be laws/regulations that facilitate the development of the rubber industry with the appropriate human resources to support the needs of the industry. In addition, the number of producers processing rubber/rubber wood would increase. More importantly, foreign investment in the rubber industry would increase, which would result in the increased use of rubber in the domestic market.

In addition, the government has to manage and drive the rubber strategy to implementation under the plan proposed by the state enterprise, Rubber Authority of Thailand. The authority is a state enterprise under the Ministry of Agriculture and Cooperatives that was created from the Thailand Rubber Royal Decree B.E. 2558. It was set up on July 15, 2015 tasked with the responsibility to manage Thai rubber in a systematic manner. In addition, it would manage the related financial resources and fund. This would include the promotion and support to drive Thailand to become the industrial center for rubber production as envisioned in the Master Plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564). Rubber Authority of Thailand has the vision to be the global leading organization in integrated management of rubber production with focus on 5 target groups. First are farmers and rubber agriculture institutes, who need to be developed, strengthened, and have increased competitiveness. Second, rubber enterprises have increased competitiveness in order to seize opportunities in the global market and new rubber businesses. Third, have the mechanism that stabilizes the rubber prices. Fourth is the research and development that fulfills the needs of producers from upstream, midstream, and downstream of the supply chain. Fifth, Thailand would be the center of the rubber industry as the largest rubber exporter within 10 years. The Master Plan of Rubber Authority of Thailand has made significant improvements in the determination of the strategy as follows:

- 1) Income would be generated from service and business operations, which would be derived from business based on the existing assets. The use of technology from research would be used to increase production effectiveness of rubber plantations. The factories need to have increased standard in order to fulfill the needs of the customers or international standard. The emphasis would be on the proactive marketing to maintain existing customers and seeking new customers. This would done through the effective production and product stock management plan of Rubber Authority of Thailand. Consequently, this would result in the increase in channels to store and distribute the rubber export fees. In addition, a center for full-service business support needs to be set up to exhibit rubber products as well as to provide business information.

2) Develop the supply and value chain in order to increase the effectiveness in rubber production. This would include support in the production of quality raw materials and develop the market system with emphasis on increasing the potential and competition competency for farmers and agriculture institutes of rubber farmers. Development would be done in terms of academics, finance, production, processing, industry, marketing, business operations, and support for developing cooperatives in order to create more value and sustainability. Eventually, this would lead to the smart farmer and smart group directives. In addition, the goal would be set to strengthen the competitive competency, increase the standard for the natural rubber to increase added value through processing rubber products for export and domestic use. This would also develop the infrastructure and trust for domestic and international trade as well as support the processing of rubber in terms of finance, technology, and innovation. Moreover, this would lead to the drive to make Thailand the largest rubber products exporter in the world.

3) Research and development would be core of the rubber industry. This would be done through enhancement of technology and innovation that would enhance competitive competency of stakeholders from upstream, midstream, and downstream to facilitate global competitive. Cooperation in the use of resources between the government and private enterprise would drive and support the beneficial use of research for commercialization.

4) The integration of organizations into a single unit in order to achieve management excellence. This would include having a highly competent organization, qualified personnel, and readiness for change to achieve a unified culture. Integration of behaviors and management process under a single unit would enhance accuracy and convenience for timely use. The development of Rubber Authority of Thailand to become smart officer under the plan to support and manage good enterprise that is socially responsible. This would include development of communications channels and build relationships in a transparent and effective manner for the public benefit.

The Master Plan of Rubber Authority of Thailand has changed the form and process in development of policies. It can be observed that in the past 20 years, there have been rubber policies including the Integrated Rubber Development Strategy B.E. 2542-2546, Systematic Rubber Development Strategy B.E. 2552-2556, and the Rubber

Development Directives B.E. 2557-2561. It has been found that the establishment of policies combined the creation of models for leaders and groups. Domestic and external environmental factors are critical in the rubber problem that have been integrated into the policy. The rubber problem has to be a part of the policy. This would rely on the timing and opportunity to present the proposal. The demand for solutions to problems from the government, who has the power to push policies such as government officials and political officials. Therefore, when the policy has to be considered, the government officers would have the critical role in determining its course in the development of every step of Thai rubber policy (Pimkamon Katkraw & Pad Lawangkul, 2020). Today Thailand has systematically and clearly developed policies that have integrated every dimension related to all stakeholders with the rubber industry. This includes the process in developing the national strategy plan to develop agricultural products to become more competitive. Moreover, the 20-years rubber strategy is the framework that determines the development of rubber in Thailand as the leading producer of quality rubber. Farmers would have stable income. More importantly Thailand has the government sector as the main driver of policy and subsequent implementation. This is in line with the policy and goals set by the nation. Thus, the policy for the development of Thai rubber has the important goal in creating value added for Thai rubber to the global market.

2.2 Brand and Brand Equity

This study focuses on the importance in creating value added for Thai agricultural products, which are commodity products that have a global standard regardless of the producer. The products are not differentiated. The distinctiveness of the commodity products lie in the use as raw material in the production of other products such as food, cars, and mobile phones. Therefore, there is a high demand for commodity products since it has to be used continuously. This is why commodity products are traded in the futures market thus it is subject to volatile pricing. Rubber is a critical agricultural product. It is categorized as soft commodity that has a large number of competitors since many countries around the world can produce rubber. Therefore, it is critical to create brands and communicate the value for this commodity

product. Thus, it is important to understand the definition of brand, which has been explained by many marketing academics and practitioners as presented in the following section.

Brand

Kotler (2000, p. 404) explained that brand is the name, logo, symbol, or integrated design with the goal to identify a product or service of a seller or group of sellers for the purpose of differentiation from competitors.

Burger (2012, p. 11) indicated that brand is the name that is associated with a product or service comprising of logo, symbol, or unique design features. A strong brand can effectively influence the individual's intrinsic utility function. A brand with a positive image would help to increase customer expectations for it. Consumers usually purchase products that they are familiar with because it reduces risk. Although the consumers may not know the product or service through their own experience, they would believe that it has better quality than brands they know well.

Keller (2003, p. 3) explained that the American Marketing Association (AMA) defined brand as the symbol, logo, or design or the combination of elements with the goal to create identity for the seller's product and service. In terms of rubber producers both in the government and private sector as well as agricultural institutes the brand would differentiate between Thai rubber products and its competitors.

Brand is the promise of the seller or producer of Thai rubber that pass on the benefits and services that includes quality guarantee. There are six levels of brand that could be communicated. The first level is attributes, which includes the well-defined characteristics of brands. It is aligned with second level, is based on the performance and feelings such as durability. These tangible performance benefits lead to value, the third level. The fourth level is culture, or being a representative of the organization or country of origin culture. In addition, brands have a personality, which is the fifth level. Most importantly, the final level is ability of the brand to communicate its attributes to the user (Siriwan Sereerat et al., 2003, p. 407).

Branding in the 4.0 era goes beyond brand positioning that leads to brand personification (Piyachart Isarabhakdee, 2016, p. 113). It includes the use of innovative creativity to create a brand in the 4.0 era. Shani and Divyapria (2011) explained that today organizations are aware of the significance of creative innovation, which would

lead to good opportunities in building stability for the organization. In addition, it also creates comparative stability in terms of market competition. Today consumers have more choices in selecting to consume services and products that best suit their lifestyle. If the brand lacks good vision, ability to determine future demand for business opportunities, and creative innovations for competitive differentiation, it would not be able to continue its operations (Shani & Divyapria, 2011, pp. 69-78).

Lynn Upshaw of Upshaw Associates referenced in Sermiyos Thammaragsa (2006, pp. 35-36) studied brands. The findings indicated that brands were not only limited to products and services. Rather it had a broad scope that could be classified into six types as follows:

1) Product Brand are tangible products that people think of which can be categorized such as carbonated drinks is Coke brand and car is Honda brand.

2) Service Brand are intangible products such as services that are bundled with products. In some cases, the service is more important than tangible products such as airline and credit cards.

3) Personal Brand is the brand of the person or characteristics of the person that is distinctive such as Charlie Chaplin. Today this type of brand category that has a distinctive personality such as in the case of sports athletes like David Beckham or singer such as Thongchai McIntyre.

4) Organization Brand known also as Corporate Brand such as political party, business organizations, and evaluation agencies.

5) Event Brand includes concerts and sports competitions. The activities include sports, arts, culture, and entertainment that could be supported or propel the brand to be known such as Academy Fantasia made True more well-known.

6) Geographic Brand includes countries, cities, and tourist destinations. The point of distinction could be created such as when people think of fashion they think of France.

It could be concluded that brands could be created for commodity products. Brands could be created for products to make them distinctive and differentiated from competitors. These benefits are gained by consumers when they consume products or services. Tangible aspects include physical brand attributes and characteristics such as packaging and trademark. Intangible aspects include consumer awareness leading to

trust. Brands can create value added and uplift the product beyond physical product characteristics as presented in Figure 2.1.

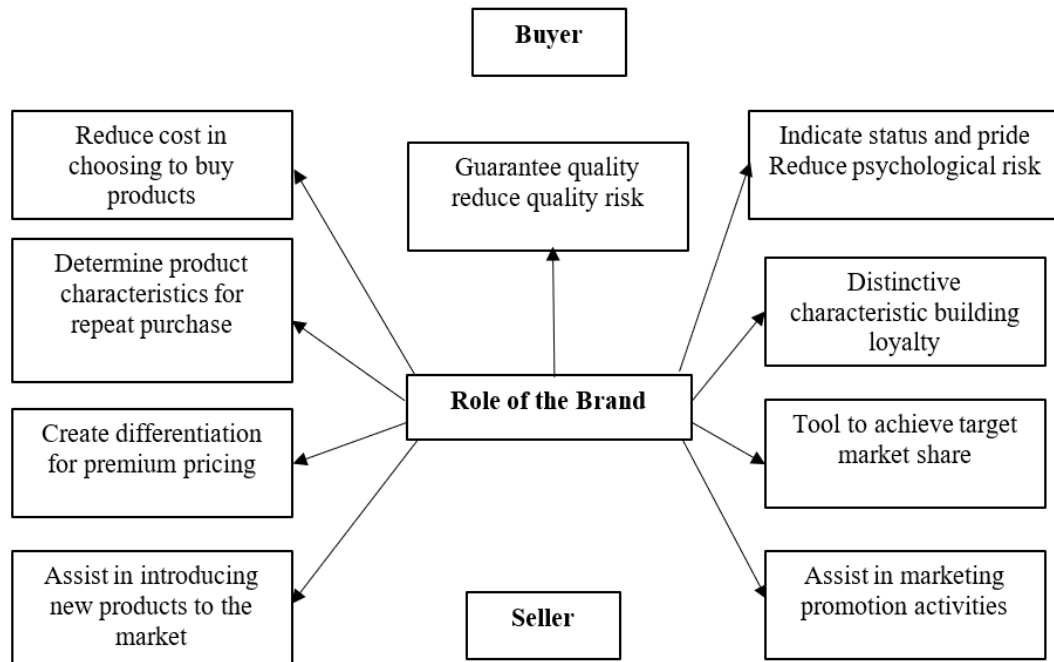


Figure 2.1 Role of the Brand

Source: Sasiwemon Sukhabot, 2001.

The importance of creating brands lies in the use of multiple disciplines including psychology, sociology, and applied consumer behavior. This leads to use of product or service tangible and intangible attributes to create value, which is based from various product or service attributes. It includes function and emotional benefits derived from consumer engagement or ownership of the brand.

Therefore, commodity products in particular rubber is a major Thai agricultural product. It has distinctive characteristics that benefits consumers in a variety of ways through product use. More importantly, the process of quality assurance of rubber in the form of raw material and products could be used to create immense value added for Thailand. Therefore, it is necessary to analyze Thai agriculture communications in particular rubber in terms of innovation (Jivasit Virameteekul et al., 2019). The use of new methodologies through experimentation or phasing of the development starting from invention and subsequent development. This would be in the form of experimental

products that utilize product innovation in various ways such as innovative in service, technology development process, and products. Innovation is defined as the use of knowledge capability, creativity, skills, technology experience, or the management development to serve the needs of the target group. Thus, it can be concluded that innovation is the use of knowledge or creativity to create product differentiation, service, or internal processes of the organization. This would lead to the development of increased effectiveness through the presentation of new products to society or target group. Moreover, innovation must create additional benefits for people in society or the economy. In addition, it must create added value for products and services. Thus, creativity is the principle that marketers have used to create brands, which starts within various imaginative practices. This is because successful brands need to go through the imaginative process multiple times. Creativity would enable marketers to determine the direction for the brand. Innovation is the concept wherein individuals would perceive the newness, which might be derived from knowledge, practice, or brand creation directives that are effectively differentiated. This research would examine innovation in brand communications for agricultural products to create added value for Thai rubber in the global market.

The brand communications for agricultural products is necessary to study and consider the important factors that influence Thai rubber products in the global market. The goal is to study the means and guidelines to develop brand communications to propel the Thai rubber brand in the global market. This is in line with the government policies to create value added for Thai rubber products as a commodity product that has comparative competitive advantage when compared with other countries. The analysis of the major factors are presented in the following section.

- 1) SWOT Analysis (Kotchanan Tadawachira, 2005, pp. 44-45) is the marketing process that analyzes the market situation, which includes market size, business opportunities, and obstacles. This would be used for the operations and the process to understand the environment and relevant factors including both internal and external factors. These are important factors in marketing and subsequent brand creation through data analysis that would lead to the determination of direction, planning, and strategy for the brand.

Therefore, the process of situation analysis for rubber and rubber products known as SWOT Analysis could be categorized based on the two major factors as follows:

(1) Internal Factors is defined as the examination of organization capabilities with emphasis on the strengths and weakness of the organization, country, or the brand.

(2) External Factors is defined as the examination of environmental aspects that the organization cannot control or change. As a result, it is critical to understand the current situation and trends of change in the future environment, which is known as analysis of opportunities and threats to the organization, country, or brand.

Internal Factors

The analysis of factors within the organization examines and evaluates the readiness of the organization in various areas. Consideration is made in terms of capabilities and existing resources in terms of quantity and quality. This is because the readiness of the organization in responding to the external environment is an indicator of its success. This readiness encompasses major issues such as management, marketing, production, human resources, finance, and image. The objective is for practitioners to understand and to be aware of the strengths and weakness of the organization, which would lead to the adjustment strategies as well as activities within the organization. This should be effective and suitable to the changing situation.

Analysis of internal factors within the organization could be classified into three major steps as follows:

1) Determination of the issues that impact the capabilities, effectiveness, and efficiency in operations. This could be further categorized based on the characteristics of roles or organizational structure.

2) Analysis and categorization of the issues based on the strengths and weaknesses.

3) Evaluation of the importance of each of the aforementioned issues. This would be the guideline in terms of resources, budget, and personnel. Investment should be made to enhance the strength and reduction or improvement of the organization's weakness.

External Factors

Rubber is an economic agricultural product that has its own system and context derived from external influences that affect the decision to make a purchase. Changes in the global situation might have both direct and indirect effects to the rubber situation and market today. Therefore, analysis and understanding of the current situation as well as changing trends in the future of operations environment has to be used to develop the analysis framework of external factors. The emphasis is on 7 factors defined as MC-STEPS, which have the following acronym:

M- Market is the customers or target group.

C- Competition is the competitive situation.

S- Social and Cultural Values is the cultural and social values.

T- Technology is the advancement in technology.

E- Economic is the situation of economic growth.

P- Political and Legal Issues is the situation of politics and legal framework.

S- Suppliers is the group of producers, sellers of raw materials, or business network.

However, the situation analysis is not limited to the aforementioned factors. This is because the critical factors may vary based on the organization's business type.

1) Competitor Analysis is the assessment of the consumer needs with a customer-centric view. Consideration has to be made regarding products or brands that can serve the same customer needs as Thai rubber. Competitors analysis in terms of the competition behavior in stimulating the market, competition in the market, and characteristic of the responses of competitors. This would have an impact on the competition and determination of strategy in terms of building image and brand.

2) Consumer Behavior involves the understanding and prediction of the various consumer behaviors in response to stimulus, which are product, price, place, and promotion. Consumer behavior trends or other factors might have an impact on the consumer such as culture, society, personal media, beliefs, and attitudes. However, branding concepts and communications strategy in managing brands require the study of consumer behavior. Under the S-R Theory marketing strategy to create customer satisfaction and ability to seek ways to alter the purchasing behavior to be in line with

the capabilities in responding to the business needs. This would drive the improvement of market and product development.

Siriwan Sereerat et al. (2003, pp. 196-199) explained the consumer behavior model, which examines the motivation in making the decision to purchase products. This starts with the stimulus that instigates the needs. This stimulus would come into the customers feelings, which is comparable to the buyer's black box. Producers and sellers cannot approximate the feelings of consumers that could be influenced from various issues. Consumers would respond and decide through their purchase or choice not to purchase. This consumer behavior is presented in an easy to understand manner in Figure 2.2.

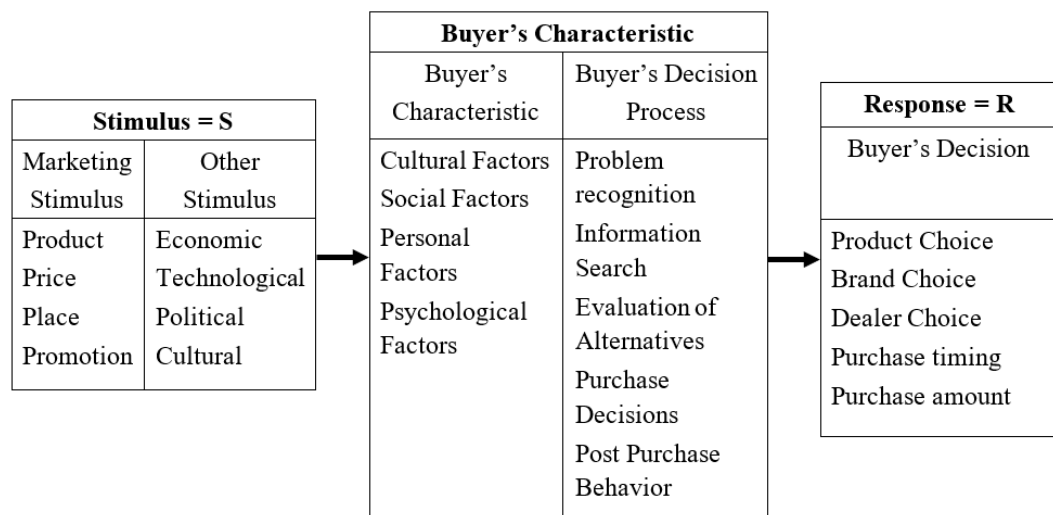


Figure 2.2 Consumer Behavior Model

Source: Kotler, 2003, p. 184, as cited in Siriwan Sereerat et al., 2003, p. 198.

Consumer behavior in regards to the Thai rubber business has to analyze behavior known as the S-R Theory. The details presented in the figure can be further explained in the following section.

1) Stimulus might occur from within the body and externally. Thus, interest has to be given in examining external factors that stimulate consumers to desire products, which may serve as the psychological motivation or feelings into two parts as follows:

(1) Marketing stimulus could be controlled by marketers and need to be created. This would include elements of the marketing mix, which comprises of the following:

(1.1) Product aspect, which include the beautiful product design to stimulate the needs. The product quality would create product value (Phot Jaichansukkit, 2013, p. 105). Product is the heart of creating brand value, which could have both tangible and intangible elements. Service is an influential factor affecting the experience between the brand and the consumer. This would result in direct awareness therefore the main concept of design would lead to the product communication that has to suit the needs of the consumer perfectly. Products that better fulfill the needs would get better responses that is beyond expectations.

(1.2) Price is the determination of price that is suitable to the product with consideration in regards of the target customer or benchmarking the competition or price value (Phot Jaichansukkit, 2013, pp. 105-106). Price is one component in the marketing mix that clearly results in income. Pricing has to be set reasonable based on the awareness about the brand to create satisfaction. It should respond to the distinctive attributes that include consumer price perception and pricing policy, which has to be related to the feelings and expectations of the consumer that would affect the brand. This mainly implies the response for the presentation of the brand in terms of price. It would create customer awareness about the price, which results in the meaning attached to the product, quality, and product category when compared to the base price for the particular product in the same market. Consumers would be aware of the price together resulting in the knowledge of the value of the brand. Oftentimes the value that is acknowledged is a critical element in the consumer decision. Setting price to build brand equity has to accept that the product and sales today depends on the market price and competitors' pricing. This is important in the determination of the pricing strategy for the brand. Setting value price emphasizes on the response to the needs of consumers, which is clearer than product quality and product costs. The producers can predict that consumers would receive special benefits or values that would create value for the price set.

(1.3) Place is the distribution channel, which ensures that the products are distributed for easy and quick access creating convenience for consumers.

This is a means to stimulate purchase demand. Channel value is a means to create value in the distribution channel (Phot Jaichansukkit, 2013, p.106). This can be categorized into two types. Direct channels, which is the channel that producers sell directly to the customers. Thus, the producers create a strong relationship with the consumer by opening their own retail. The indirect channel goes through an intermediary or retailer. Both types need to communicate to the consumers in order to better create value to create value for the product.

(1.4) Promotion includes advertising, which utilizes the effort of sales people, discounts and sales promotions that create a good relationship with individuals. These are considered a means to stimulate purchase and create value through marketing communications value (Phot Jaichansukkit, 2013, p. 106). It is a strategy of communications between the brand and consumers to create brand value. This would be done through the use of marketing communication tools, which would create the brand in the memory of consumers. The distinctiveness would be strongly reinforcing the connection to satisfaction. Multiple marketing communication tools have to be used including advertising, public relations, sales people, celebrities, and event. The effectiveness of each tool may vary.

(2) Other stimulus include the stimulation of consumers that are external to the organization that cannot be controlled including the following:

(2.1) Economics such as the economic situation and consumer income, which influence the needs of individuals

(2.2) Technology such as the production technology, processing, production innovation, distribution, and delivery of products

(2.3) Legal framework and politics such as legal aspects or the reduction of taxes. Certain product types have influence on the needs of consumers such as environmental considerations.

(2.4) Culture such as the Thai traditions during festivals that stimulate consumers to have particular product demands for certain festivities.

2) Buyer's Black Box is the feeling of buyers, which can be compared to a black box that producers and sellers cannot decipher. Therefore, there is a need to try to search for the factors shaping the thoughts of consumers such as buyer's characteristics and purchase decision making process.

(1) Buyer's characteristics is influenced by various factors as follows:

(1.1) Cultural factors include the symbol and human creations that have been accepted and passed on from one generation to the next. Culture fosters the relationship among people in the group. Therefore, marketing has to determine strategy that is in line with the values of people in that particular culture. In addition, culture can be categorized as culture, subculture, traditions, and social status.

(1.2) Social factors include the factors that are relevant to daily life that influences purchasing behavior. Social factors include reference groups such as family, close friends, leaders in society, and colleagues. For instance, family members are considered the most influential people in affecting attitudes and values of individuals. The role and status of buyers would be related to the various people depending on the different roles and status.

(1.3) Personal factors determines the buyer's decision making. It is influenced by various personal factors such as age, family life stages which are single, young adults, newlyweds with no children, family with children, occupation, income, economic opportunities, education, lifestyle, personality, and personal beliefs.

(1.4) Psychological factors determine buyer's purchase. It is influenced by psychological factors that are internal to the buyers, which influence purchasing behavior. Psychological factors are comprised of motivation that encompasses the needs stimulated within the individual, awareness such as beliefs and experiences, learning resulting from stimulus response, trustworthiness attached to certain objects, attitudes or feelings regarding certain objects, personal characteristics, and the individual's thought process.

(2) Buyer's purchase decision making process is comprised of the following:

(2.1) Needs recognition or awareness occurs when the buyer is aware or knows of the stimulus of the needs. The stimulus has to be something desired by the buyer. This could be within the body of the individual or created by marketers to stimulate the desire to purchase products.

(2.2) Information search occurs when buyers have a desire thus they search for information regarding the main characteristics about the product

such as price, distribution, and special promotions. Buyers can search about a variety of products and brands. The buyer's information sources could be classified into 4 groups, which are personal such as close friends, family, neighbors, and close acquaintances. Trade information sources include advertising, company employees, and various media in the public domain such as mass media and experiment opportunities to those, who have previously tested the products.

(2.3) Evaluation of alternatives occurs when consumers receive information that is useful to their decision based on their own needs. Consideration is made based on the various attributes of the product compared to the desired characteristics. This is based on the beliefs regarding the brand and various attitudes prior to the decision to choose a particular brand that best suits their needs.

(2.4) Purchase decision is built upon the intent to buy a certain product. When comes the time to make the purchase decision, there might be other factors that impact the buyer's choice.

(2.5) Post-purchase behavior occurs as a consequence of the buyer's feelings after purchase. Buyers might be satisfied in the product and make a subsequent purchase. On the contrary if the buyer is not satisfied, the consumer would have a bad attitude towards the product and eventually stop using it.

3) Buyer's Response or decision to make the purchase occurs when consumers make the decision with the following considerations.

- (1) Product Selection
- (2) Brand Selection
- (3) Seller Selection
- (4) Purchase Time Selection
- (5) Volume of Purchase Selection

Study of consumer behavior in the Thai rubber industry indicate that the consumer behavior stimulus are marketing stimulus. These include product, price, place, and promotion. There are also other stimulus factors such as economy, technology, politics, and have an impact in stimulating the consumption behavior of rubber products. In addition, aspects of innovation, social psychology, or individual factors impact the attitude and behavior in deciding to consume the products or rubber products. For instance, some of the products need to be produced from rubber only in

order to serve certain needs well. These consumers have the behavior in consuming these products because it has components made from rubber. Health lovers might use 100% rubber pillows and beds. Certain products are affected by values and attitudes. For instance, condoms are used to prevent sexually transmitted diseases. However, the response of buyers depend on various issues such as the choice of products that suit the usage and selection of favorable sellers, who are considered sincere and friendly. This includes the time needed to buy the product conveniently. The volume of purchase per time also differs. Therefore, the framework for consumer behavior would be impacted by brand communications that create value added for Thai rubber effectively, which leads to the highest benefit to the country in terms of awareness and true understanding of the rubber consumer behavior.

Thus, agricultural products in particular those exported or have major reliance on foreign markets, have very high competition. The analysis of internal and external factors are critical in brand communications of agricultural products, which can create added value for Thai rubber products in the global market more effectively. Therefore, the creation for value added for agricultural commodity products in particular rubber has to emphasize the framework and concept in creating brand equity. This would create value added for rubber and rubber products creating competitiveness in the global market accordingly.

This research examines rubber products, which is considered an agricultural commodity product that is faced with intense competition in the global market. Thus, Thai rubber has the ability to maintain a presence in the foreign market in a sustainable manner. This is due to the competitive ability of the nation compared to other competitors such as Indonesia, Vietnam, Malaysia, Bangladesh, Cambodia, India, Philippines, Sri Lanka, and Myanmar. Thus, it requires understanding in terms of the importance to build the commodity product brand. Rubber is one of the main Thai agricultural commodity products. The creation of the brand needs to consider the major factors that are critical to brand communications that would propel Thai rubber to the global market. Value-added for agricultural products brand is based on the values of the brand developed in line with the directives of the brand communications of Thai rubber in the global market.

Brand Equity

Value added propelling Thai rubber to the global market is a means to create value for Thai rubber and rubber products. There are numerous academics, who have studied the value of product brands, most of which emphasize the consumer's point of view.

Burger (2012, pp. 11-12) explained that the brand equity represents the prospective customer's disposition to prefer the branded product or service over other comparable products or services. Brand equity would create added value in the thoughts, words, and buyer actions, which are intangible. It can only be measured indirectly. Brand equity is linked to the target market and the properties need to fit the market.

Kotler and Keller (2009, pp. 243-246) explained that Brand equity is the added value endowed on products and services. It may be reflected in the way consumers think, feel, and act with respect to the brand, as well as in the prices, market share, and profitability the brand commands. Brand equity is an intangible value in terms of feelings and finances for the company. The management of brand equity is the true value of the brand that is rooted in the consumer's feelings that is created through interactions with the brand.

Farquhar (1989, pp. 24-33) explained that brand equity is the added value for products and services that can be classified as follows:

- 1) Brand equity from the firm's perspective is measured from the incremental cash flow that results from the relationship between the product and the brand. This would result in bigger market share, demand a price premium, and reduce market promotions costs.

- 2) Brand equity from the trade's perspective indicates the influence that is superior to the competitors, which would be acceptance enabling wide distribution channel for the products.

- 3) Brand equity from the consumer's perspective is the reflection that reinforces attitude strength towards the brand.

It can be observed that brand equity has an impact on the decision making. Brands utilize interpretation, process, and storage of various information. This would create consumer confidence and satisfaction in the purchase (Aaker, 1991, pp. 16-17).

1) Consumer Perception is comprised of the brand awareness, brand associations and perceived quality.

2) Consumer Behavior is comprised of brand loyalty and willingness to pay a high price.

Brand equity management has to consider the thoughts and feelings of consumers in making the decision compared to competitors. This would help consumers to interpret, manage, and collect data about the products, which would result in brand associations and brand equity. Aaker explained that brand equity has 5 components as presented in the following figure 2.3.

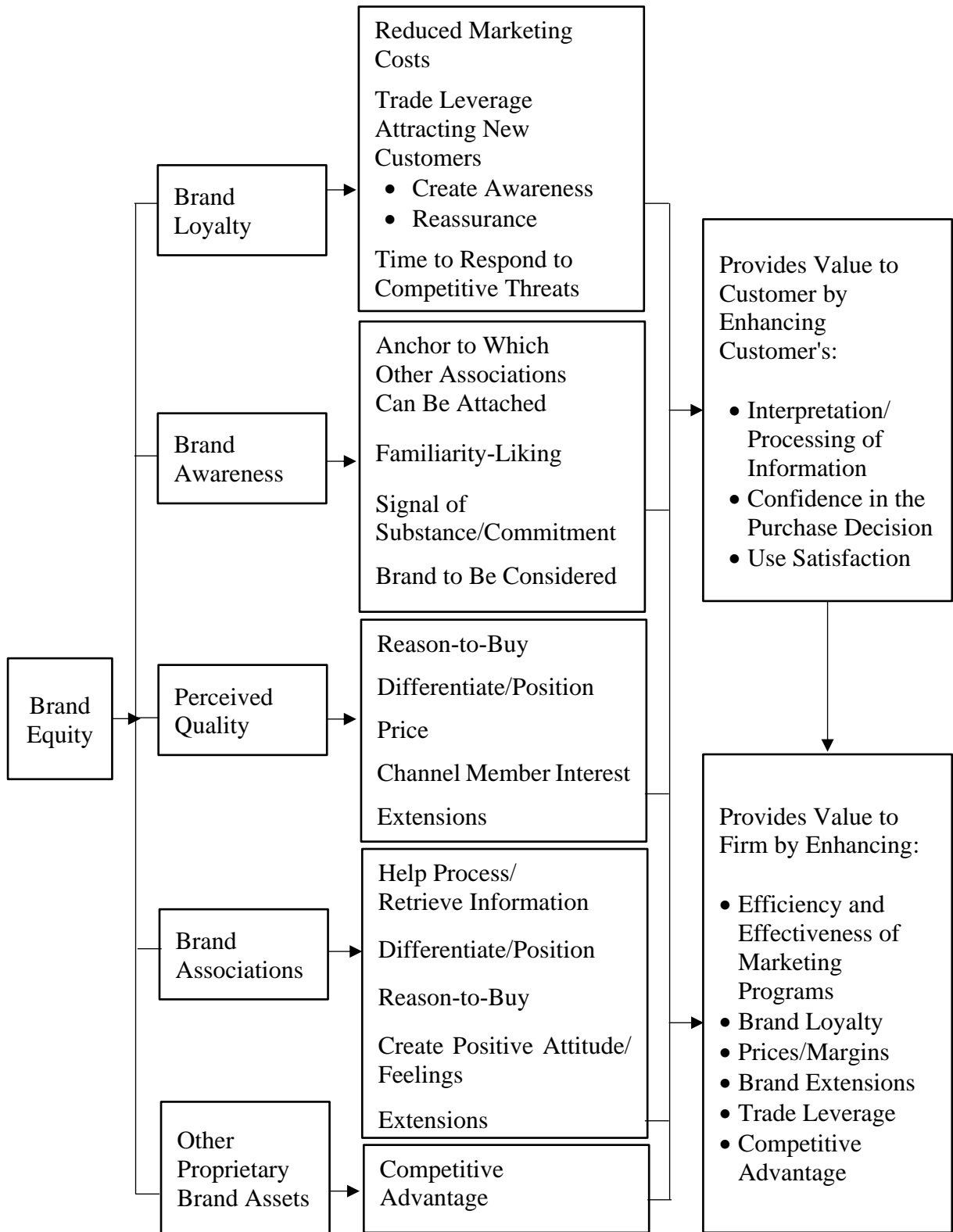


Figure 2.3 Brand Equity Model

Source: Aaker, 1991, p. 270.

Brand equity management in the perspective of consumers in terms of awareness and behavior could be examined based on the five components as explained in the following section.

1) Component 1: Brand Awareness

It is the capability of buyers to remember and recall a particular brand among other brands within the same product category. It is the association that between the product category and the brand. The more consumers know about a brand, they would have more familiarity with that brand. Oftentimes buyers would purchase the brands that they are familiar with. This is because these brands have reliability, credibility, and reasonable quality, which are the main reasons in making the purchase decision. Thus, it can be hypothesized that familiar brands are more trustworthy. Brands that are recalled most tend to be purchased more than brands that consumers do not know. In addition, brand awareness is the strength that occurs in the mind of the consumer. Brand awareness is measured by consumer's brand recall.

(1) Brand Recognition is the memory or recall of the brand, which is measured by asking consumers if they have seen this brand or not. It is a reflection that consumers are familiar with the brand.

(2) Brand Recall is the recall that is measured by asking consumers when the product category is mentioned, what is the first brand that the consumers mention. This brand recall of one brand over others, means that one brand represents a certain product category in the mind of the consumer.

Brand awareness is beneficial in managing brand equity. It serves as the connection with other components through relationship with the brand. This would lead to the familiarity and liking of the brand as well as creation of meaning through association between the brand and the product category. In terms of services consumers need to consider the various components that work together. Consideration about the product as well as the capability to provide service, emotional engagement, trust, and politeness in providing the service (Aaker, 1991, pp. 61-63). Moreover, the level of awareness held by consumers indicates whether a consumer has seen and/or have experienced the brand before. However, they might not remember a lot of the details yet they can make clear associations. Thus, it can be surmised that consumers have seen and experienced the brand before. This reflects that the brand has a distinctive, clear,

and attractive component that results in the drive that consumers have awareness of the brand existence. Consumers can associate with the identifiers from the design and integration of the brand identity in different ways. In particular, the association between the name and specific symbols that interest consumers leading to easier recall (Piyachart Isarabhakdee, 2016, p. 278). However, brand awareness alone is not sufficient to lead to increased sales in particular for new products. This is because the stimulation of brand awareness only leads to potential success yet it does not lead to the decision to purchase.

2) Component 2: Brand Perceived Quality

Consumers know about the general quality of the product or the higher quality of the product or service when compared to other brands. Perceived quality is the first thing that consumers accept. They would consider brands based on the objectives or attributes necessary for using the product. Thus, perceived quality leads to differences in the level of satisfaction with the brand. This is because consumer satisfaction with the brand is derived from the performance of the product or service is in line with the expectations of the consumer. This quality is intangible because it is the total assessment of the brand, which could be categorized and measured from performance utility. In addition, perceived quality has a direct influence on the purchase decision, brand loyalty, and ability to set premium pricing. Also, it is the avenue to create more profit from investment in the brand equity. Thus, it is the basis for expansion of the brand.

Consideration of perceived quality requires the examination of the awareness of quality perception of consumers, which is taken from product or service context can be divided into 7 components as follows:

(1) Performance is the basic product performance wherein consumers have differing attitudes towards products.

(2) Feature is the characteristics of the product that enables usage convenience.

(3) Conformance with Specifications ensures that the product has quality and reduces risks that might occur.

(4) Reliability is the consistent and continuous product quality. This means that each time consumers make a purchase they would be aware of the product quality continuously.

(5) Durability means the product is not damaged easily and has a long period of use.

(6) Serviceability is the service before or after the purchase, which has to be effective. The management has to have the knowledge and capability in providing excellence in service and convenience to consumers.

(7) Fit and Finish is the capability of effectiveness in use. This results from the features or consumer perceptions regarding the quality of the brand. It is critical in the purchase decision making process (Aaker, 1991, pp. 85-91).

3) Component 3: Brand Associations

Brand Associations is the relationship and associations in the consumer memory. These associations create a positive attitude towards the brand and become a link that holds the various components of the brand together in the consumer's mind. Thus, consumers hold associations with the brand that help create brand value. This would help consumers to draw information from relevant news about the brand from their memory and it would help create brand differentiation. Therefore, consumers would have the reason to purchase the product through association with the brand based on the following two major concepts (Aaker, 1991, pp. 109-113).

(1) Brand Image is the general perception held by consumers regarding a brand, which is derived from the opinions and summarization of differentiated aspects of the brand. This would result from external stimuli and fantasies (Assael, 1988, as cited in Napassakorn Sakdanuwong, 2002). Brand image drives brand equity (Biel, 1992, as cited in Napassakorn Sakdanuwong, 2002). Thus, brand image is the image in the mind of the consumer. It is not a picture or set of words but it is the impression that consumers have reflecting their attitude towards the brand or its attributes such as tangible functional attributes and intangible emotional attributes. This includes advertising, word-of-mouth, and observation as well as experience in using the product or service. Consumers would evaluate the value of the brand for the various components. Brand image is related to the attitudes held by consumers therefore

producers or sellers need to build brands to have a significant symbol to create persuasive communications, which can be categorized as follows:

(1.1) Image of market/corporate image is related to the reputation of the producer or company, which is important to the business operations. This is associated to the support in terms of operations. Development of a good image would promote the operations of the organization and business.

(1.2) Image of Product is related to the personality of the product or service. For instance, a brand might be perceived as modern, lively, or strong.

(1.3) Image of User reflects the personality of product users or how they wish to be perceived. For instance, the Rolex user would appear to have taste and status. Consumers choose to use products that reflect their identity (Biel, 1992 cited in Napassakorn Sakdanuwong, 2002).

The relationship among the brand image sources is presented in Figure 2.4.

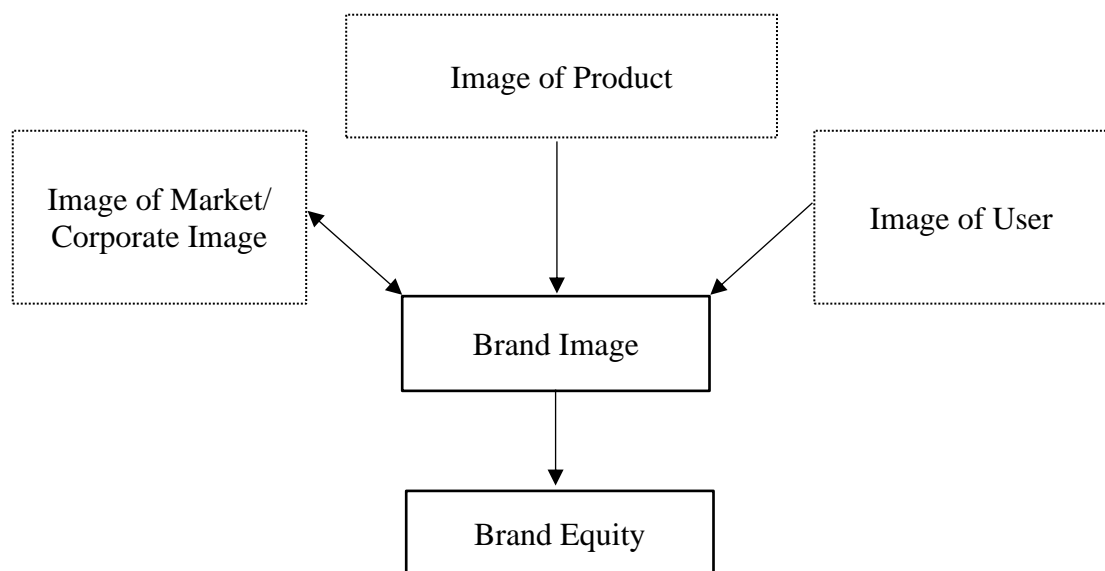


Figure 2.4 Relationship Among Brand Image Sources

Source: Biel, 1992, as cited in Napassakorn Sakdanuwong, 2002.

In addition to brand image, it is important to build strength for the brand, product, and company in order to gain market share in the long-term. This would enable consumers to be aware about the company or product through its image. Many of the companies have improved their image because it promotes positive awareness about the product. It has an impact on the feelings of consumers as well. If the company's image is in the moderate level, it would not have any impact on the consumer feelings and perception of brand image. The brand image whether positive or negative would have a direct image on the product. Consumers choose to purchase products that have a good reputation and high value. Good brand image creates trust and value or benefits. Thus, when products have good quality consumers have a positive attitude towards the brand and it would eventually positively affect the business performance (Assael, 1987, as cited in Anuchit Sirikit, 2007, p. 99).

(2) Strengthening the brand associations result from consumer beliefs regarding the brand as having the attributes and benefits that serve their needs. This would lead to satisfaction and consequent positive attitude towards the brand. When the brand has a satisfactory response its link to liking would be dependent on the importance of the particular attribute or benefit. Brands have to have distinctive attributes that impact brand perceptions and liking or quality awareness. The distinctive attribute would impact brand attitudes and beliefs in a positive way. These brand associations would include the total liking and attitude towards the brand in terms of attributes and benefits. Therefore, it is critical to study the attitudes that consumers hold towards the various attributes of the brand. Thus, the use of marketing communications to present correct information about brand characteristics to consumer to build trust and understanding. This would impact the brand continuously and reduce marketing communication costs in the long term (Bristol, 2000, as cited in Anuchit Sirikit, 2007, p. 102).

Building brand association or determination of brand positioning could be done as follows:

(2.1) Product Attributes is the presentation of product characteristics that are factors in determining the product positioning. These attributes should be better than those offered by competitors.

(2.2) Customer Benefits results from the use of product or service. It is a factor in determining the product positioning.

(2.3) Relative Price is the pricing of product or service that is compared to other competitors, which could be cheaper. It is one of the factors that determines the product positioning.

(2.4) Use/Application is the means of using the product include after sales service. It is one of the factors that determines the product positioning.

(2.5) Customer/User connects the buyer with the product or service. This clearly determines the definition of the target group.

(2.6) Personality is the presentation of the consumer's personality that is consequently defined as the product personality. This would then be used to determine the product personality.

(2.7) Competitors is the utilization of comparison of competitor's attributes to the company's product or service.

(2.8) Country or Geographic Area is the use of the geographic location of the production of the product to determine product positioning. This would be suitable positioning when the country of origin or geographic area has a good reputation and is accepted by the target group.

4) Component 4: Brand Loyalty

It is a critical component in marketing used to measure the level of engagement that customers have with the brand. This reflects whether or not the customers would switch brands when there are changes in terms of price or product attributes. Brand loyalty is an indicator of brand equity that leads to future profits. In addition, customer brand loyalty can reduce weakness from competitive offers. It is a source of satisfaction information that might enable taking customers from competitors. Brand loyalty is important in enabling repeat purchase. It is a reflection of the brand's market potential and helps to reduce marketing costs. Moreover, it increases the negotiation power to attract new customers that leads to repeat purchase (Aaker, 1991, pp. 39-40).

Brand loyalty among customers can be divided into four groups as follows:

(1) Non-customer are those who purchase competitive offerings.

(2) Price-switcher are customers who have low levels of brand loyalty. Price is the main motivator in making the product purchase. They are ready to change to other brands upon making price comparisons. They would choose the product with the suitable or lower price. They might purchase out of habit more than considering the attributes. Therefore, price is an important factor in determining repeat purchase.

(3) Fence sitters might buy 2 or 3 brands, which are not that distinctive or differentiated. Some consumers are loyal to 2 or 3 brands and are ready to switch among them all the time. They might choose alternative products because they are not attached to any particular brand.

(4) Committed loyalty are the major target of product owners. This is because they are attached to a particular brand. They feel that the brand is “my brand”. They have a strong commitment to this one particular brand. They do not hesitate to buy this brand repeatedly on a continuous basis (Burim Otakanon, 2010).

5) Component 5: Other Proprietary Brand Assets

Various assets that include copyrights, trademarks, relationships with distribution channels. These are valuable aspects in creating brand awareness. This helps to protect the brand from competitive offerings, through the creation of competitive advantage. Copyrights would protect the product quality or specific brand attributes, which cannot be copied by competitors. Trademark would help to protect brand equity from competitive offerings. It would reduce confusion from use of similar symbols. Prize that is received from reputed organizations both domestically and internationally is an asset that creates value to the product. This would create competitive advantage when compared to competitors. Standard from globally accepted organizations such as ISO 9000 or ISO 14000 or Thai Quality Standard. These standards assist to guarantee the product quality giving it more value (Supapat Dilokchaichanwuth, 2004).

Brand equity from the consumer’s point of view is added value in the consumer’s perception of the brand. This is the most important issue, which is the true value of the brand. This is derived from the consumer’s perception towards the brand.

The creation of value added for Thai rubber to the global market is the framework utilized for the study. It would examine the Thai rubber brand as a global agricultural commodity from Thailand. Thai rubber is a brand has an impact on consumer awareness. This would mean a competitive advantage for Thai rubber among other rubber producing countries. Consequently, consumers would be confident to make the purchase decision. They would then be more satisfied and impressed with the product or service. In addition, the consumers would be loyal to the brand and Thailand as the country of origin. As a consequence, price premium could be used leading to higher levels of profitability. In terms of the brand expansion, it would mean increased distribution channels that would be beneficial to the organization and country in the future. The creation of brand equity for Thai rubber would be developed from both the outside-in and inside-out perspectives combined with the effective and efficient use of brand communications.

2.3 Brand Communication Strategy

2.3.1 Integrated Marketing Communications

It is the business that chooses the use of various marketing communication tools that is suitable for the product or service based on the specific characteristics of the market. More than one tool might be used together with others for continuous integrated marketing communications, which is a popular strategy in communications.

1) Integrated Marketing Communications Definitions

Schultz (1993) defined integrated marketing communications as the process to develop and use various activities to communicate to both existing and potential target groups. The goal is to lead to product purchase utilizing a variety of promotional marketing activities to create a good impression for customers and consumers of the product or service. These activities need to work together seamlessly to continuously serve the objectives.

Gregory and Wiechmann (1997) explained that the core of the organization's brand is the determination of the marketing communications plan based on specific objectives linking the various business units producing the products or services. It incorporates the source, media, and receiver. The brand building component

includes all forms of communications activities that includes investor relations, public relations, product advertising, personal selling, communications through the channels of distribution, employee relations, organization identity, and corporate advertising.

Armstrong and Kotler (2007) explained that integrated marketing communications is the use of a mixture of communication tools. The goal is to communicate news in the same direction that is clear and achieves the common goal. This might be news and information about the organization and its product.

Seri Wongmonta (1997, p. 3) defined integrated marketing communications as the use of multiple persuasive communication tools that are continuously directed to the target group. The goal of integrated marketing communications is to create behavior among the target group that is in line with marketing goals. Thus, it has to consider the means to communicate about the brand so that the target group would know the brand. This would lead to knowledge, familiarity, and trust in the product.

From the aforementioned discussion, it could be surmised that integrated marketing communications is a based on the concept of using marketing communication tools. It was developed for the utilization of various tools in an integrated manner in order to disseminate the product news that are distinctive. The communications has to be in the same direction as it is disseminated to the target group. This would result in achievement of the goals. Integrated marketing communications requires the plan to use various forms of communications to achieve marketing goals. It is not the use of a single tool to communicate to the target group because they receive information about the organization or products from various sources. For instance, consumers receive information from advertising in various media, direct marketing, and sales promotion activities as well as point of purchase communications (Belch & Belch, 1993, pp. 9-10).

2) Integrated Marketing Communication Components

The definition of integrated marketing communications includes the following components (Chuenchit Changchenkit, 2002, pp. 108-109).

(1) Process is comprised the choice to use various marketing communication tools together continuously. The goal is to achieve effects such as target consumer's buying behavior effectively. The use of marketing communication tools has to be in line with the product or service as well as the market characteristics.

(2) Various Forms of Persuasive Communications have to be selected for use because each tool might suit certain products or services as well as differences in the marketing environment. Therefore, the choice to use various forms of persuasive communications needs to consider the timing and situation. All of the marketing communication tools should work together to emphasize the same sales point.

(3) Communication with Customers and Prospects has to continuously be in line with consumer behavior of the target group. Therefore, the development of the integrated marketing communications plan aimed at target consumers would start with segmentation, with the following criteria.

(3.1) Behavioristic Segmentation includes aspects such as the form of lifestyle and values.

(3.2) Targeting is the choice to target a specific section or numerous sections in the market.

(3.3) Brand Positioning has to be in line with the behavior and awareness of target group. The choice of persuasive communications has to communicate the unique selling point to show that the brand has superior competitive benefits.

3) Integrated Marketing Communications Framework

Schultz, (1993) explained that various activities need to work together as presented in Figure 2.5.

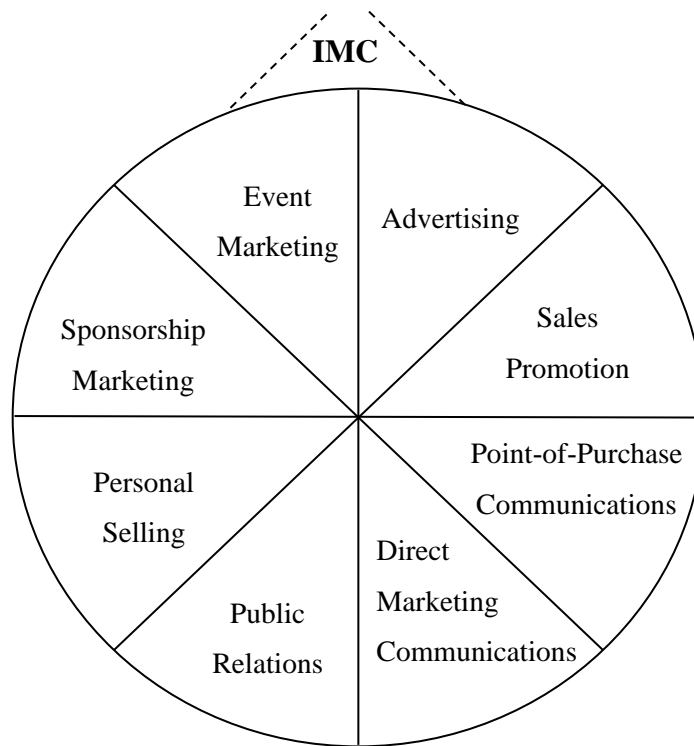


Figure 2.5 Integrated Marketing Communications Framework

Source: Schultz, 1993, p. 17.

Integrated Marketing Communications could be typified into 8 activities as follows:

1) Advertising is one type of marketing activity that aims to persuade the target group to shape their product buying and usage behavior. It conveys news about the product and service through mass media and directly to the target group. There is an identified sponsor that pays for the advertising message.

2) Sales Promotion is a marketing communications activity that aims to stimulate consumer behavior in making the product purchase within a specific time. This is done through offering an incentive to the target group.

3) Point-of-Purchase Communications is a type of marketing communications that showcases the product display, poster, symbol, or other sales materials within the retail store environment. The aim is to impact the target consumer's buying behavior in the store.

4) Direct Marketing Communications is a form of marketing communications activity that is the direct communications about product and service to

the target group. This could be done through mail, telephone call, and other direct means. This is the only marketing communications tool that enables consumer response in making the product or service purchase.

5) Public Relations is the marketing activity that aims to build the reputation of the organization, product, and service, which is more than selling as in the case of advertising.

6) Personal Selling is the marketing communication activity that uses face-to-face communications to persuade consumers to purchase or try the product.

7) Sponsorship Marketing is the marketing communication activity wherein the product owner would invest in marketing activities in order to achieve the organization's objectives more effectively.

8) Event Marketing is the marketing communication activity that is similar to sponsorship marketing.

However, the event has a special characteristics in creating interest and providing information about the brand to the public.

Brand building through the use of IMC is based primarily in the use of the marketing communication tools in an integrated manner on a continuous basis. It is not an on and off communication that every department in the organization must work together as presented in the IMC Process Model, Figure 2.6 (Schultz, (1993) pp. 177-180).

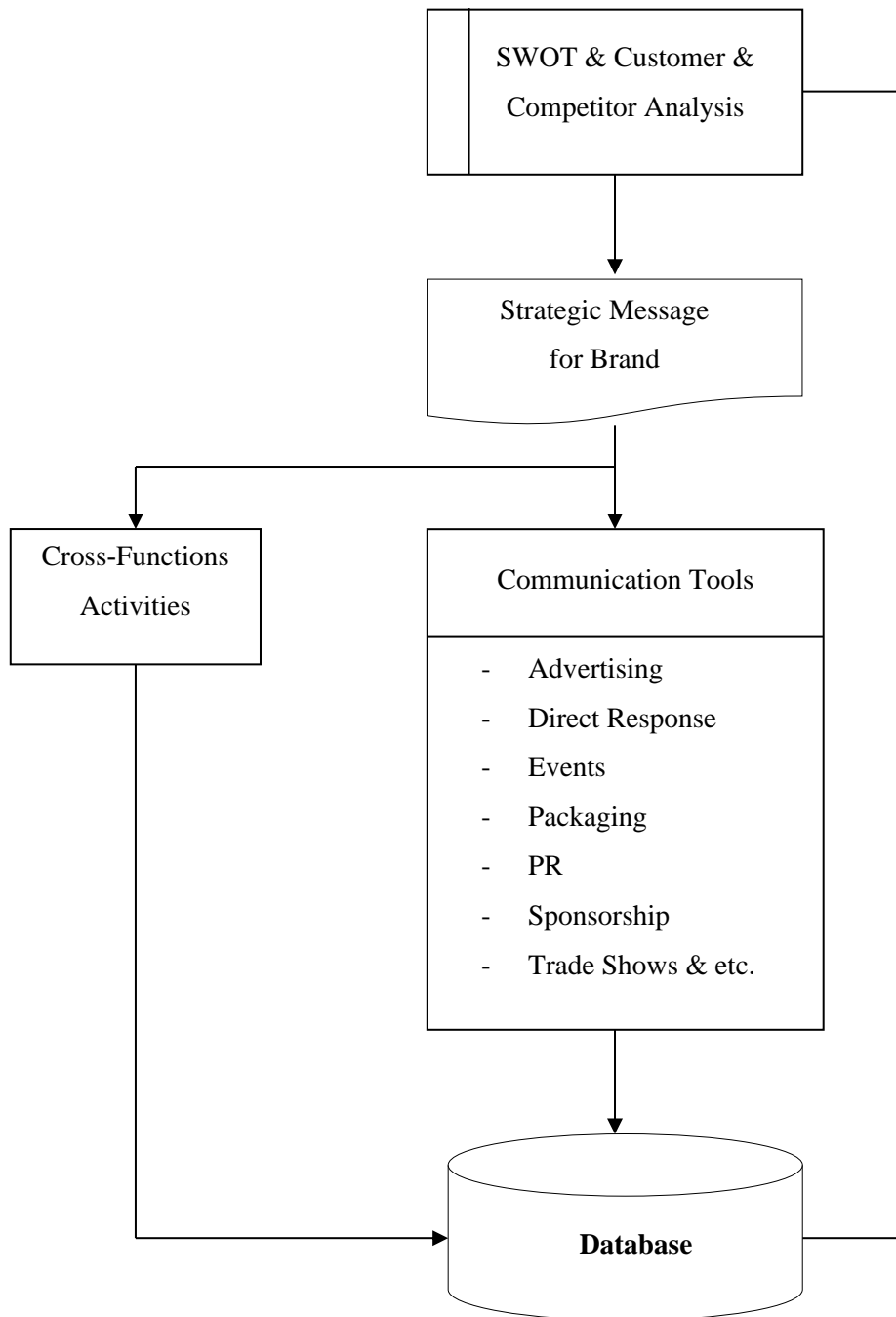


Figure 2.6 IMC Process Model

With regards to the brand and communication tools, the brand needs to collect a “database” in order to develop customer relationship management. This is the effort to improve the relationship by transforming a negative perception to a positive perception. Integrated marketing communications (IMC) is a marketing communication that relies on marketing tools to create the relationship between the

brand and consumers. It is thus necessary to communicate in order to ensure the place for the brand in the mind and memory of the consumers. It has to be used together in order to maximize the effectiveness of the communications to the consumer. Many organizations use IMC to communicate with their target customers, which is its strong point (Pradit Choompolsathien, 2004, pp. 63-65) as follows:

1) Efficiency in communications results from advancement in new technology such as computer enabling the collection of the customer database, which allows analysis of customer behavior. This would allow for better target segmentation. The utilization of new technology enables better planning of integrated use of communication tools compared to the use of traditional advertising.

2) Lower Cost because IMC utilizes marketing communication tools in conjunction with marketing mix (product, price, and place) systematically to create a unified message. The emphasis is on shaping the consumer behavior.

3) Build Stronger Customer Loyalty because products today have less differentiation. However, there is more emphasis on sales while consumers have less loyalty. It is no longer sufficient to use only advertising to maintain customer loyalty. Communicators have to use various marketing communication tools to stimulate customer loyalty. This would start with the creation of a relationship between consumers and products based on the concepts of relationship marketing, which is one form of IMC that utilizes multiple communication tools continuously with the goal to create customer loyalty.

4) International Communications supports the unified communications under one strategic plan. Therefore, consumer in international markets would experience the same image and information about the product.

5) More Impact since IMC utilizes various forms of communications. Therefore, it is more interesting and has more impact than using only mass media. IMC has the focus in shaping behavior in a positive way that would result in higher sales.

Therefore, the IMC concept is the main brand communications framework to promote the Thai rubber brand to reach the largest number of consumers. This would lead them to decide to buy the Thai rubber brand. The consideration of the present communications plan is based on the Thai Rubber Master Plan and other environmental contexts. It is found that Thailand gives importance to a variety of integrated marketing

communication tools. This includes point-of-purchase communications, which utilizes product display, poster, symbols, and other materials in the retail store. This is done both in domestic and international markets in order to influence the purchase of products at the target group's point-of-purchase. In addition, direct marketing communications has been used. This activity offers information about the product and service directly to the target group, which encompasses both formal and informal communications. The use of technology enables direct communications to the target group. Also, public relations is used. It is the activity in communicating the organization and product image to the target. This would promote trust among consumers. Personal selling is the marketing activity that communicate using a face-to-face format to persuade the different targets to purchase or try the product. Each of the tools influence the target group in different ways. The examination of the brand communications in this study has to analyze the Thai brand rubber strategy that is aimed to the target consumers effectively to ensure effective investment. Thus, it is necessary to study the target group behavior in consuming media and their perceptions. This is done in order to plan the brand communications of Thai rubber to reach the target consumer effectively.

2.3.2 Customer Relationship Management

Customer relationship management includes the marketing activities that engage customers and intermediaries in the supply chain continuously. The emphasis is on creating understanding, awareness, as well as liking for the organization or product or service. This is a two-way communication with the aim to develop the relationship between the organization and customers with a win-win strategy over a long period of time (Chuenchit Changchenkit, 2003, pp. 12-13).

1) Customer Relationship Objectives

The various activities under the concept of customer relationship management have the following objectives.

(1) To create increased sales for the organization's product or service continuously over time.

(2) To create a positive attitude for the product or service and the organization so that customers would know the correct information. This will enable

them to remember and have a good attitude towards the organization's product or services in the long-term.

(3) To create customer loyalty to the organization, product, or service. Particularly for organizations that have multiple products, when consumers purchase one product and have a positive impression, there is a high chance for the organization to successfully sell other products.

(4) To promote customers to recommend products or services to others. Positive word-of-mouth is more trustworthy than advertising. When the products or services are attacked by others, these good customers would defend the organization and products or services.

2) Customer Relationship Management Strategy

Customer relationship management strategy is a marketing strategy aimed at customers and the target group, which can be aimed at individuals or groups. This is in line with the needs of individuals or groups, which results in satisfaction with products and services. Eventually this would lead to loyalty to the brand or organization, which is the key point in creating a lasting relationship for long term profitability (Sinha Sangchan, 2004, pp. 47-49). Customer relationship management is used to build relationship with customers using the customer centric perspective. However, customers or organizations are varied, thus the relationship levels vary as well. Therefore, it is critical to know the needs of the customers based on their relationship with the organization. This strategy has to be differentiated based on the level of the relationship. Thus, the strategy has to acquire, retain, and attract customers to stay with the organization.

(1) New Customer Acquisition is one of the CRM strategies. Existing customers may also assist in recommending new customers, which is a cheaper way to acquire new customers. Thus, the creation of a relationship with people, who have already purchased the product has to be done in collaboration with those who are the reference group. New customer acquisition has the following steps.

(1.1) Market analysis is necessary to identify market opportunities based on the principles of segmentation to determine the target group and subsequent product positioning. The goal is to identify the true potential targets. As

consumers enter into the purchase process, the relationship would progress to higher levels of strength.

(1.2) Strategy to build distinctiveness considers the differentiated attribute to create real value added. Promotions need to emphasize the use of marketing tools that enable product trial, accumulation of sales volume with next purchase, or establishment of call centers. In addition, every contact point has to communicate with customers. There also has to be the formation of a database in order to enable data examination and determine the true customer.

(1.3) Prior to implementing the strategy, the organization needs to make sure that their internal marketing is in place. This is because the internal customers is akin to the representative, who can disseminate information about the product or service to other customers. However, it is important to consider the appropriate timing for the communications.

(1.4) After implementation it is important to measure and evaluate the strategy. The organization has to focus on future repeat purchase and the positive attitude that consumers have regarding the organization's product and service.

(2) Retention is based on the 4R marketing strategy, which is a new concept related to successful marketing. In terms of customer relationship management, it promotes understanding of the factors that would lead to long term success and value added rather than focusing on managing the tools being used. The four Rs are retention, relationships, referrals, and recovery with the following details.

(2.1) Retention is involved with maintaining customers by ensuring customer satisfaction derived from having their needs fulfilled. Retention is cheaper than acquiring new customers. The main point of retention is the voluntary action by customers rather than feeling that they have no choice. Some of the reward schemes might not be sufficient to retain customers and may not create long term relationships.

(2.2) Relationship occurs when the customers are willing and excited to do continuous business with the organization. The creation of relationships means better access to customers. This enhances understanding and promotes better services. By nature, this relationship is based on trust, mission, communication, and understanding of the business world in creating sustainable continuous relationships.

(2.3) Referrals is the result of word-of-mouth which is in turn derived from customer satisfaction. It entails telling others resulting from satisfaction with the organization's product or service.

(2.4) Recovery is provision of solutions to improve low quality service. It means that when a mistake occurs, the organization must admit it. However, it is necessary to learn from past mistakes as a means to impress customers, which would build trust and loyalty. At the same time they this is a means to show new customers that the organization is committed to servicing customers and achieving customer satisfaction.

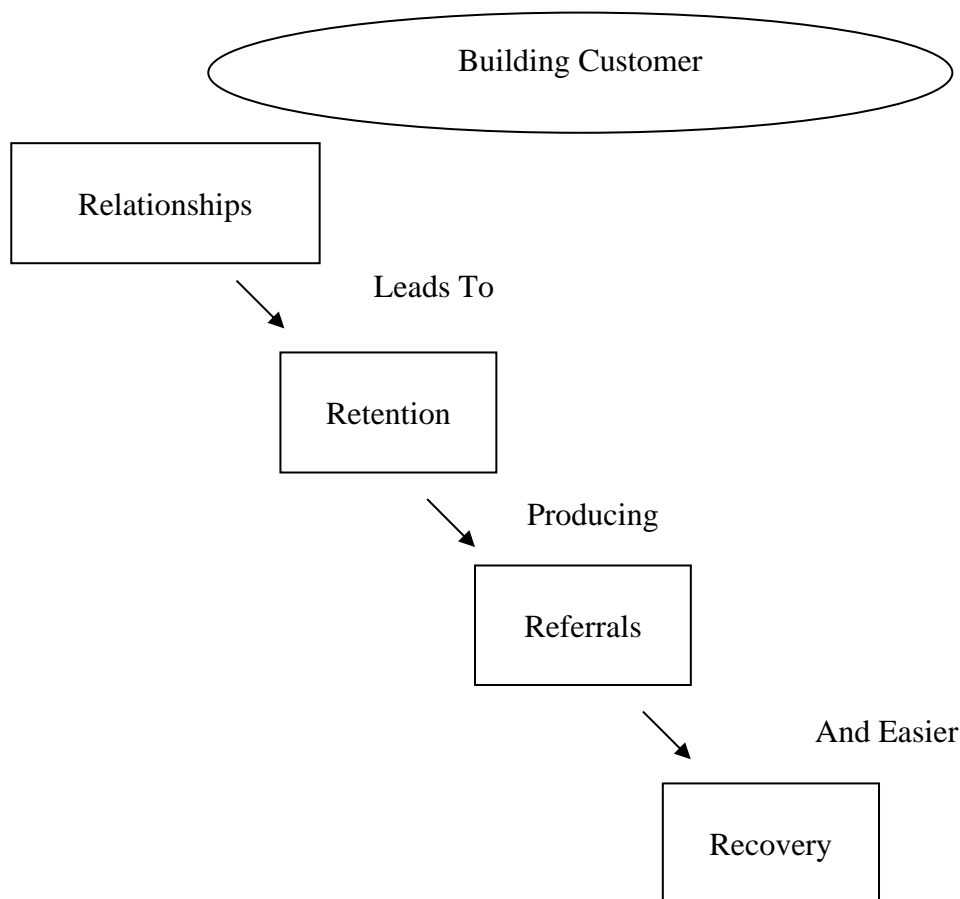


Figure 2.7 4 R Marketing Model

Source: Phanu Limmanont, 2005, pp. 71-72.

(3) Customer Win-back Strategies are necessary because sometimes there might be mistakes in customer service. The most important issue is that when a

problem occurs, it is critical to provide convenience for customers in order to maintain them. Lovelocks and Wright (2003, p. 25) explained the influence of such efforts on loyalty of recovered customers.

Customer complaints activities can be a profit center rather than a cost center. This is because when the customer changes their mind and moves on to another service provider, the organization would lose their long term profit. Therefore, it is a worthy investment to attempt to solve the service problems to protect long term profitability.

There are means in driving the organization's products and services back to be within the customer's choice set. There are methodologies in developing this competency as follows:

- 1) The organization needs to study the attrition rate to understand the problems resulting in the loss of customers or reason they stop using the organization's products or services.

- 2) Organization has to determine the repurchase rate in order to calculate the customer lifetime value. It is important to identify the factors that lead to lower satisfaction. For instance, the customers might find better products to find the true reason. The organization must be willing to listen to their customers before retaliating. They need to listen until their customers are satisfied.

- 3) The organization needs to seek means and guidelines in solving the problems in order to achieve their goals and objectives such as the rate of customer repurchase. In case the customers change to purchase competitors' product, the organization must be able to change product policies and price or create more marketing communications.

- 4) When the cause is identified, it is necessary for the organization to communicate with the customers through all means possible. They need to reach customers in a convenient and quick manner. This includes marketing communications and sales promotions or selection of marketing activity tools that provide more benefits to existing customers before others.

- 5) Finally, it is imperative to improve the customer database to always be up-to-date through the use of new technology.

This research uses the customer relationship management framework as one of the strategies to communicate about the Thai rubber business. The application of

customer relationship management would enable consumers or target group to accept the brand and have continuous long term trust in the Thai brand. Thai products and rubber have high quality, which is accepted internationally. Consumers can purchase or try products. There is intense competition in the rubber market. Thus, the long term management of customer relationships is a critical strategy because the rubber industry needs acquisition of new customers. It is necessary to build a good relationship with customers or existing customers, who would eventually recommend the products to others as well as processed rubber products. The good will would be passed on to other categories. Thus, the emphasis would be on the use of rubber as part of the raw materials. This is important so that customers or consumers would come back to repurchase the product or services when the rubber product serves their needs well. CRM is the management of the relationship with the target group through the management of activities that would introduce the rubber products. This includes study trips and production process to create trust for the product and service. This is part of the process to create good customer impression and results in a good relationship with the Thai rubber products.

2.3.3 Brand Ambassador

Brand ambassadors is the new business trend that is truly happening in Thailand and the world. This is because today many of the major corporations have been using brand ambassadors, as their main representative. It is the use of spokespersons, who would be associated with the brand. This includes representatives in terms of communications to the critical publics both in the domestic and international markets. This is particularly true for customers, trade partners, and dealers. Blanco (2010) discuss the elements of building name of brand ambassador, consisting of 10 elements as follows.

- 1) Knowledge-Brand ambassadors need to be aware of the component of knowledge. This is because they need to show expertise with the scope of their interest. They need to show their experience and expertise that would eventually lead to fame.

2) Experience is the word that is used in place of expertise. When people have the expertise, they would have learned from experience, knowledge, and capability for improvement that relies on the particular experience.

3) Credentials is one of the components that creates trust for brand ambassadors, which is found in many forms.

4) Backing is the component that supports the brand ambassador, who receives benefits from making the recommendation from satisfied customers. This includes the dissemination of recommendations to achieve customer satisfaction that helps improve the profile of the particular celebrity.

5) Contributors is the component that could create reputation for ambassadors. It is one of the support that enables creating mutual reputation.

6) Signals include the component that helps to announce the reputation of the brand ambassador. Signals or symbols can be communicated via graphics, images, and repeated reminders through marketing communications to connect to the particular brand ambassador.

7) Feedback-The brand ambassador cannot prove that they are popular. This is something that has to be determined by the public acceptance and response, which is the means to evaluate the perception that the public has regarding the brand ambassador.

8) Context indicates that the brand ambassador has to be connected to the social and environment context. This has to be in line with the social characteristics as well as the use of social regulations and language. Therefore, the brand ambassador has to be seen in a new or alternative context. It is critical not to forget to examine the social context.

9) Social Value is the process that creates the reputation for the brand ambassador that is involved with the close relationship with the social system that determines values within society's context. Credentials might be more important in certain contexts than others.

10) Connections is the factor that enables the connection between the brand ambassador with the target group. This includes the relationship with the reputation, connection, and association with the target group. The communication could

be done through communications channels such as social media, wherein the public appearance in activities and expression of behaviors would be shown.

2.3.3.1 Strength and Weakness of Brand Ambassador

Teeraphan Lothongkam (2007) has analyzed the strength and weakness in using brand ambassadors. The strategy in using brand ambassadors has the strength in creating faster awareness among the target group. This is because people are connected to the brand that has an interesting aspect. The second issue is that consumers can be stimulated to buy products quickly. Thirdly, it helps the brand to be recalled quickly by the consumers. This is because brand ambassadors are influential because the target group likes them. At the same time there are weaknesses in using brand ambassadors. In addition, brand ambassadors cannot choose to be associated with only one brand, thus it might result in confusion since they might represent brands with the same target group. When a brand ambassador in particular those who are famous such as artist and singers do something bad, they become a news topics. This might have a negative impact on the image of the product.

2.3.3.2 Techniques in Selecting Brand Ambassadors (Teeraphan Lothongkam, 2007)

- 1) Must clearly reflect the Brand Promise and Brand Personality.
- 2) Must focus the Brand Ambassador, since it is expected that communication should be right on point in particular when it is communicated in advertising media. The brand ambassador is only a part of the reflection of the brand image.
- 3) A brand might have many brand ambassadors to represent different models.
- 4) Choose the brand ambassador that is consistent with the brand's ranking, which could be both the current or desired position.
- 5) Choose the brand ambassador that is directly related to the brand to enable easy communications.
- 6) Do not select the brand ambassadors that have been employed by competitive brands in the same industry. It is not recommended even in

the case of different businesses because there might be confusion due to overlapping image.

7) The brand ambassador has to communicate in the marketing communications that encompasses the market.

8) Choose the brand ambassador based on their personality and do not have a bad history. This is because the brand ambassadors and the brand would have a long term relationship.

9) Choose the brand ambassador as the true and sure fan club.

10) Choose the brand ambassador based on the competition.

Although this tactic is complicated, it is cheaper than hiring a well-known celebrity. In addition, it helps the brand to have an engaging story that is closely associated with the star that the brand has created.

In addition, the book *Branding Strategy in the 4.0 Era based on Brand Derivatives* (Piyachart Isarabhakdee, 2016, pp. 104-112) explained that the business path in the 4.0 era requires know who and know how. This is particularly true in terms of knowing yourself. This is the starting point of delivering value through the relationship that the consumer has with society. It has an impact on the business operations of the brand. It is the mechanism that enables differentiation that is the foundation for the strength of the brand. Most importantly, it drives the business to success. Thus, brand has to be viewed as a person. The natural mechanisms result in discussions that consumers have with the brand, “We believe that you understand the problem and you have the capability to solve it for us.” When consumers have the natural relationship with the brand, it is akin to specific aspects of the consumer. Thus, it makes the brand lively in all aspects that is derived from the personal brand. The results is known as brand derivatives. Within the digital context, communications is evident in all business processes. The consumer can access the brands that they want and are capable to get in-depth information about the brand. They can relate stories about the brand that is successful globally. The brand is connected to the product and services owned by the organization or country. It is found that every brand has its origins from a person, thus the result of the brand is personal. Thus, the founder might have an impact on the brand in many dimensions like a living organism. It can therefore be said that brand derivatives is an important element that brings the brand to life.

This research focuses on rubber, a leading Thai agricultural products that have a long standing reputation. It is akin to the agriculture ambassador for Thailand. It is a rising star product propelling Thailand to have the highest export value (number one rank) in the world. Rubber is a raw material used in various industries. This is because it has numerous benefits and can be processed to make various products. It has created value in many businesses around the world such as vehicle and medical industries. However, the guideline for the development of brand ambassadors focuses on the importance of people or the organization. It is critical in the communications because it is tangible and can reflect the product and brand personality. Thus, it is important to develop rubber to uplift its role as the agriculture ambassador for Thailand. It is a strategy for the brand and products that require an examination from the perspective of the consumers, who have made the decision to purchase. This impacts the ability to represent or be the agriculture trade ambassador for Thailand in order to set the direction and strategy to create value added for Thai rubber brand.

2.3.4 Marketing Public Relations

Many businesses give importance to marketing public relations (MPR), which supports integrated marketing communications. This is based on public relations for marketing purposes (Fill, 1999, pp. 113-116).

Marketing public relations is the process of planning, implementation, and evaluation of the process of purchase and subsequent satisfaction that provides credible information. This is done through the presentation about product and the organization in order to impress the customers and purchase the product eventually. Sometimes this is called brand publicity.

The objective of marketing public relations (Kotler, 1997, pp. 11-16) is the stimulation of brand awareness that determines various issues about the product and organizations. This would create interest and trust in the product and organization through various media. In addition, this helps to stimulate awareness, provide news, information, and understanding, which results in trust. It provides reason for the product purchase and motivates the consumers or target group. MPR could be done through the following activities.

- 1) Image Assessment
- 2) Customer Satisfaction
- 3) Surveys
- 4) Media Strategy
- 5) Corporate Advertising
- 6) Employee Attitude
- 7) Atmosphere

Pornthip Pimolsin (2005, as cited in Kanchana Khonjing, 2016) summarized the importance of MPR as follows:

1) Marketing public relations can create competitive advantage, which is based on differentiation.

(1) Product Differentiation should be distinctive. This is because products today are not that differentiated. Public relations practitioners have the strong point in presenting news to consumers such as durability, lightweight, or smaller.

(2) Service Differentiation has to be distinctive. This is because products may not be that differentiated. Therefore, service excellence might impress consumers. Thus, it is the role of the public relations to provide news that the organization has better service when compared to the competitors.

(3) Personal Differentiation is an important aspect in the competition. This is because human resources need to be of high quality. Good human relations would reflect the service mindedness of the organization would create a good impression leading to good customer relationship management.

(4) Image Differentiation is the aspect of service might be the same or similar. However, brands that have a good reputation, would create pride thus consumers might choose to use these products and services more.

2) Marketing Public Relations for Creating Value-added

Advertising has only a short duration for communication, only 30-60 seconds or short messages in newspaper advertising. Thus, the presentation of advertising does not provide product details. Thus, the information that creates value added has to be presented through public relations such as press conference, article, question/answer by buying advertorial space, and use of celebrity endorsers. It can create more credibility than advertising.

3) Some Products or Services cannot be advertised. Thus, public relations can be helped, such as in the case of food supplements and hospital services, which need the dissemination of news in an informative manner.

4) Today is the Era for Social Marketing so marketing public relations in the form of activity and events that serve society. This is an effort to build a good image that supports other marketing efforts.

5) Knowledge-Based Society is the era wherein customers expect continuous access to information. Thus, public relations can play this role best in providing a wide and comprehensive presentation of information through various media.

6) Technology Advancements enables a variety of products that change the lifestyle of consumers, concepts, and values. Thus, it is the role of public relations that is important in providing persuasive information for consumer acceptance. This might lead to changes in the lifestyle such as consumption of processed foods in microwave ovens as a tool for convenience.

7) Marketing Public Relations Activities is the first strategy that enables effective marketing communications to the target group such as the introduction of new products. It is the starting point in providing news about the products to create awareness and increases interest about the producer and product. This might be done through articles in magazines that provide better understanding of the product leading to increased credibility. The introduction of the product and advertising might be done in other media.

8) Public Relations as a Reminder reiterates the position of the brand in the memory of consumers. This impacts the sales in the long term and brand loyalty.

9) After Market is an important aspect in creating satisfaction through the creation of the reputation and image of the organization. This might be done through sending news information in the form of journals and magazines to customers continuously.

Forms of Marketing Public Relations (Shimp, 1997, pp. 86-90) can be categorized into two types.

1) Proactive MPR is done in response to the firm's marketing objectives. It provides credible information that provides the opportunity in creating a

positive way by solving the problems that might occur. While advertising and sales promotion or services provided by the firm help to introduce the product and services, marketing public relations takes a proactive stand. It is more effective than advertising and personal selling. This is because advertising and personal selling is perceived as a sales pitch to motivate consumers to buy the product or service. Thus, it is viewed as insincere and the consumers are not confident in the information being presented.

Proactive MPR has to present news and information that is related to desired message to stimulate awareness, attitude, and shape attitudes. It creates a positive view towards the product and service without too much emphasis on selling.

2) Reactive MPR is the public relations effort that responds to the external factors or is affected by external pressures. This includes competition, changes in consumer attitude, changes in law and government policies. Thus, it attempts to fix the reputation or image of the brand in terms of the service and organization for instance providing information to manage or do rumor control or crisis management to protect the market share.

Marketing Public Relations (MPR) Tools

Kotler (1999) explained that MPR tools can be presented as the acronym, PENCILS as follows:

P = Publication is the announcement that disseminates information through various means such as magazines, annual reports, documents, and brochures for customers.

E = Events is the situation or special activities that have been created with the objective to increase participation. This would include seminars, exhibitions, sales promotion activities, and promotion activities. These events are done to increase participation and response that can be measured. In addition, it results in good media coverage. This is because activities would lead to other activities continuously.

N = News is the presentation of interesting content about the product or people in the organization through dissemination in newspapers. In theory there is no necessary payment but in practice this is one form of public relations expenditure that results in high levels of credibility. This is because mass media is more trustworthy than individuals. Thus, firms send news about new products, changes in organizational structure or business activities to media such as radio, television, and newspaper.

C = Community Involvement Activities is the activities that involves the community. In the past communities are not usually interested in activities, thus being passive community. They tend not to be interested in what is happening. However, today the communities are active communities. They are more interested in what is happening in their community. Therefore, when firms perform activities in their community, they would participate. Thus, it is necessary to consider the needs of the community as the input for decision making.

I = Identity Media is the media that is used to reflect the identity of the organization. It enables recall of the organization such as stationary, name cards, letter heads, apparel, gifts, and souvenirs.

L = Lobbying Activity is the attempt to persuade the passing of laws and regulations to support the business. At the same time, it is the attempt to stop laws and regulations that hinder the business operations. For instance, the protest against foreign wholesalers to protect Thai businesses that eventually led to the request to pass the law to protect Thai retailers.

S = Social Responsibility is the activity or action that shows the firms commitment to social and environmental responsibility issues. This would help to build the reputation for the firm as well as the management and employees. Consequently, it provides a good response to the presentation of the news from the firm to the market. For instance, the reforestation effort of 1 million rais by PTT.

Today the rubber business is being affected by rapid changes in the external factors such as economic situation, physical environment, or technology This has an impact on the decision making of consumers towards rubber and rubber products. The marketing public relations not only presents the news to create awareness, attitude, and shape behavior in a positive manner. This affects the price in the domestic market and international futures market. Marketing public relations does more than creating the image for the brand and the country, it also provides opportunities in creating competitive advantage. Timing is the critical aspect in determining the competition situation. This might mean the time to present the quality of the product to create competitive advantage. It depends on strategy in various forms such as improvement or news strategy to create interest. Strategies such as push-pull-pass is suitable for the current situation. In addition, Thailand has the policy to create competitive advantage

to support convenience for businesses to invest in the country by providing funding, conducive laws, and various special benefits.

2.4 Studies Related to Communications about Agriculture and Brand Creation

Market development of agricultural products is crucial for both producers and customers. It covers from policy level to practice level. In the past several years, many countries have emphasized and realized in adding value to agricultural products, including rubber. The government has established many policies and measures to develop the whole sector of rubber from upstream to midstream and to downstream. Many related studies which benefit the communication for agricultural development were also found. The studied the related research on the market development and the policy development for adding value to Thai rubber in global market such as

Suwimon Suthipong (2006) studied of Pubic Relation Strategy Thailand Post Co., Ltd. and Image Perceived by People in Bangkok. The purposes of this research were (1) to study the public relations strategy of Thailand Post Co., Ltd. (2) to study the image of Thailand Post Co., Ltd. as perceived by people in Bangkok. The results of this research were as follows: 1. Public relations strategy of Thailand Post Co., Ltd. was divided into 2 phases (1) public relations strategy for building corporate image. (2) public relations strategy for branding. 2. In the first phase, multi-media strategy was used. Mass media, however, were the main media that affected the corporate image building during the period of corporate transformation. Mass media also built new corporate image to create the recognition and credibility of the corporate. 3. Public relations strategy for branding “Thailand Post” focused on personal media i.e., postmen and counter services personnel. However, mass media, special events and symbol building were also used to create recognition, retention and loyalty to the brand. 4. Totally, Thailand Post Co., Ltd. had positive image as perceived by people in Bangkok. When the image was viewed in five aspects, the result was as follows: 1) The image of the organization was neutral. 2) The image of the executives was neutral. 3) The image of the employees was neutral 4) The image of the products and service was positive and 5) The image of the activities was positive.

Susisada Intra (2008) studied Brand communications and Doi Kham brand strength. This study aimed to examine Doi Kham brand strength through brand communication strategies, the behaviors in exposing to information of the consumers, and problems and barriers on marketing communication. The research used both quantitative and qualitative method through in-dept interviews, focus group interview and questionnaire. The survey showed that consumers were hardly exposed to “Doi Kham” on nearly all media. The preferred channel was the point-of-purchase in the Doi Kham shop. “Doi Kham” brand strength was built through marketing communication tools, excepted advertising. The most effective techniques were event marketing, packaging, Doi Kham shop and public relations. The focus group interview stated found that consumer perception of “Doi Kham” brand strength was high (3.48) in term of Doi Kham brand image, perceived quality, distribution channels, royalty and brand awareness. The correlation of customer exposure to “Doi Kham” media and brand strength was statistical significance (0.05). This was because it was related to Royal Development Project which has long history and accepted product quality. For problems and barriers, the study showed that “Doi Kham” underwent the lack of marketing communication officer, slightly low budget for marketing communication and high cost production. The study also found that Doi Kham Food Products Company Limited had no plan to increase advertising spending due to organization policy on maintaining farmer’s profit.

Chutima Waisarayutt and Chanika Sirimangkalakul (2008) studied The factors for the success of branding agricultural commodity. Agricultural commodities have been classified as low involvement products and difficult to differentiate. Brand development is a way to add value in order to make a product price different. The objective of the research is to determine all factors related to brand development by using chicken egg as a case. The data were collected from survey using 400 sets of questionnaires by multi-stage sampling. Factor analysis was used to group marketing, other products and brand buying factors into 4 groups according to the concerns, comprising food safety concerning group, health concerning group, packaging concerning group and marketing promotion concerning group. Factor analysis was also used to classify consumer personalities into 8 groups including contemporary, sincerity, young generation, relational, good looking, brave, serenity and competence. Logistic

regression analysis was applied to determine the relationship between the factors classified by factor analysis and buying behaviors. Binary logistic regression analysis for 2 groups of consumers, brand buying and non-brand buying, found that factors that significantly influenced the brand buying group are the food safety concerning group, and the personality of competence. Multinomial logistic regression analysis for 5 groups of consumers, including nutritional oriented, production standard oriented, nonchemical oriented, house brand and non-brand buying consumers, found that the important factors influencing each buying group are income, food safety concerning factors and personality of competence. The research results are useful for marketing strategic plan and can provide the information for brand personality creation in order to create an effective communication to the target customers.

Kanok-on Markthip (2009) studied *A Comparison of Consumer Recall and the Credibility of Brand Ambassadors for Single Product and Multiple Products*. This thesis compares consumer recall and views of the credibility of brand ambassadors for single products and multiple products, respectively. The researcher's objectives in this inquiry were to study (1) consumer recall of products presented by brand ambassadors for single and multiple products, respectively. Additionally, considered was (2) the credibility of brand ambassadors in the eyes of consumers in respect to those presenting single and multiple products, respectively. The sample population consisted of females working in the Sathon district in view of the fact that this district is the major business center for both products and services. In carrying out this investigation, the researcher collected and analyzed primary data obtained from administering a questionnaire to 400 respondents. Additionally, collected and analyzed were secondary data from documents and other relevant research investigations. Findings are as follows: The subjects reported that they could most frequently recall products presented by brand ambassadors who presented single products. Next in descending order in frequency of recall were multiple products of the same type presented by brand ambassadors for multiple products of the same type. At the lowest level of frequency of recall were presentations of multiple products of many types presented by brand ambassadors presenting multiple products. In testing the hypotheses posited for this investigation, the researcher found that the degree of recall of single products by brand ambassadors who presented single products and the degree of recall of multiple products presented

by brand ambassadors who presented multiple products differed at the statistically significant level of .05. This finding was congruent with Hypothesis 1. In regard to respondent views of the credibility of brand ambassadors, it was found that both brand ambassadors for multiple products and brand ambassadors for a single product were held to be credible at a moderate level. In testing Hypothesis 2, the researcher determined that respondent views of the credibility of brand ambassadors for multiple products and brand ambassadors for a single product did not show differences at the statistically significant level of .05. This finding, however, was incongruent with Hypothesis 2.

Tanate Yukantawanitchai (2010) studied of IMC (Integrated Marketing Communications). Marketing is currently developed and changed according to various factors and circumstances to bring it into line with the conditions of the economy, society, culture and consumer behavior, and also with changing technology. According to business opinion, the objective of integrated marketing communications, or IMC is brand equity. This is achieved by integrating a variety of communication equipment efficiently and in full so as to access the target group specifically with the type of communications suiting their interests at an appropriate time and through an appropriate channel. Furthermore, marketing changes lead to the redesigning of marketing communications. Formerly, marketing communications were aimed at a large number of target groups. However, the current formation of marketing communications mainly focuses on reaching specific target groups more directly and intimately. Thus, this article presents the basic concepts of integrated marketing communications through the integration of a variety of highly efficient and appropriate marketing communication equipment with the conditions of the economy, society and the consumer behavior.

Thanawan Sangwang and parties (2011) studied item Hom Mali Rice Value Network, Thai Cooperative, Phase 2, "Kerdboon Rice" Brand. It is concluded that the preparation of a price database for the Thai Hom Mali Rice Value Business System was piloted by the 5 cooperatives which information that the network can be share and reference for the price of paddy and jasmine rice for other agencies. It also clearly shows the benefits of a network of cooperatives that have the potential to help farmers in 5 provinces to have fairness of selling new jasmine paddy from the end of the season to the beginning of the new production season, farmers receive a fair price that is close to

the reference price than a private mill of 2,000 - 3,000 baht per ton. The development of the GAP quality rice production process is in the process of starting a production promotion mission to be a model of the network. The farmers, members of the cooperative group have been trained according to a good production system. This will allow farmers to know how to think and practice guidelines that will help them to be safe from the use of various chemicals. Consumers will have more confidence in the quality of the brand of rice. Kerd Bun” rice, which is good for marketing. The survey results of consumer satisfaction and expectation in the value brand, Kerdboon Rice which will be good for marketing, from the survey results of consumer satisfaction and expectation in the value brand, Kerdboon Rice in features and brands at a moderate level. In addition, the new design of the 5 kg vacuum packaging bag has been improved in colors and corrected errors in the logo. There were improved the colors and bug fixes in the emblems and messages for release without breaking a commercial act. The rice marketing target is the merit of the network partners. There is a marketing overlap with the cooperative rice brand.

Sasiprapa Chaiprasit (2011) studied Marketing Public Relations (MPR): Survivability in highly competitive market. Marketing Public Relations (MPR) is growing as a marketing concept in its popularity in the contemporary world of communication without borders or globalization, as it enhances the effectiveness of PR Support Marketing. As the nature of businesses have become more competitive from global market connections, advancement in technology, and fast changing consumer behavior, the marketers have to constantly updated, analyzed, developed and adapted their marketing and public relation strategies to cope with the changing consumers’ environment and behavior. As public relation activities are important tools leading to brand/ product/ individual/ corporate admiration or good will, and finally to confidence which stimulates the purchase decision process, MPR plays a vital role in processes, profitability, and survivability of businesses today.

Chris Docherty (2012) studied Branding Agricultural Commodities: The development case for adding value through branding. Agricultural commodities matter to development. Commodity products such as sugar, coffee or beef contribute to over half of total employment and more than a quarter of GDP in developing countries, where over 1 billion farmers derive at least part of their income from them. As most of

these farmers are smallholders, raising the value of commodities can do much to reduce poverty. Modern food chains place increasing importance on branding, distribution and services, rather than on farmers' traditional role in supplying produce to wholesale markets. As a result, primary producers of agricultural commodities have been capturing less and less of the total value of their products. At the same time, power has become concentrated in the hands of a small number of buyers — the major supermarket chains and manufacturers who dominate the global food market. By branding commodities, producer countries and organizations can reverse this growing imbalance. Branding creates consumer demand, giving producers leverage in negotiations with large buyers. Two case studies from the developing world show the potential rewards: branding of Barbados sugar will capture over US\$1 million in added value for producers in 2012 alone, while a Namibian beef brand is delivering price premiums to farmers worth US\$25 million per annum. The strategy of branding agricultural commodities is neither new nor the preserve of mature states; successful cases show it is within the reach of countries and producer groups with limited resources. Commodities are physically simple and easily transported, and with the recent expansion of outsourcing in sophisticated retail and industrial markets, complicated operations and in-country marketing experts are not required to add value to products. Yet many institutions and farmer advocates assume that branding is too complex, expensive and risky to serve as a development strategy. To distinguish one commodity product from another, branding efforts must combine marketing expertise, an efficient supply chain, financial resources and effective organization. Brands should be seen as an integral part of making supply chains sustainable and profitable. This means abandoning a classic mindset about commodities: upon successful branding, commodities' core value lies not in the physical products but in the brand — intellectual property owned in the country of origin. These barriers can be circumvented through a focused, strategic approach. The building blocks of branding are consumers, products, markets, resources and infrastructure, and commodity branding strategies in developing countries should address each of these five elements: (1) Appeal to consumers by developing branded products that communicate meaningful differences from competitors. (2) Develop products around the core strengths of the country or company. Gain competitive advantage by using outsourcing to circumvent internal weaknesses

and external constraints. (3) Target diverse markets, including domestic, regional and export markets; and offer a portfolio of brands, including niche and mainstream products. (4) Make the most of limited resources by attracting seed funding and investing in branding that fits producers' appetite for risk. (5) Build on the infrastructure of existing organizations and use third-party facilitators to fill gaps in expertise.

Wisanee Ruangkhana (2012) studied Brand Equity and process of Decision-Making to purchase the slumberland mattress asked from the consumers buying the mattress from the Department Stores or the Modern Trade Centers in Bangkok. The objectives of the study were to: 1) Brand equity of the product brand from the consumers buying the Slumberland mattress from the department stores or the modern trade in Bangkok; 2) examine the process of decision-making to purchase mattress from the consumers buying the Slumberland mattress from the department stores or the modern trade centers in Bangkok. This study is a qualitative research carried out by focus group discussions. The key informants were in working age of 30 - 50 years who bought the mattress for themselves or for the others from the department stores or the modern trade centers in Bangkok. The results of the study found the relation of brand equity related to 5 aspects of brand asset as the follow. One, brand royalty was not great. The key informants were rather switcher and sensitive to price differences. Two, the key informants could recall the brand of Slumberland and the brand logo in the early priority well. Three, their perception quality was at average to high. Four, the relation of brand equity and the reputation and product look were at average. And five, other brand assets of the company were great including trademark, patent and channel of distribution. In addition, the focus groups informants were asked to discuss about their buying behavior related to Kotler and Armstrong's model of buying process.

Punninon Sirisuwat and Teerasak Jindabot (2013) studied Strategies for the development of Thai rubber exported industry toward competition in the international markets. Rubber industry is a major export product of Thailand. The rubber products are mainly exported to high growth industrial countries like the U.S., China, Japan and the European Union. The major producers and exporters of natural rubber are Thailand, Malaysia, Indonesia and Vietnam. As for the assessment of the competitive environment, Thailand has the highest level of competitiveness in smoked rubber and latex. Thai rubber business has been promoted by government agencies to develop

strategies in order to meet the globalization. However, it still lacks of information to reap benefits from ASEAN Economic Community (AEC) and free trade agreement that are going to happen in the year 2015. The purpose of this study is to generate contemporary information to use as a policy planning in both the production and the development of the rubber industry to enhance competitiveness and to support the implementation of the development strategy of the rubber export industry for comprehensive and concrete outcomes.

Mattikorn Boonkong (2014) analyzed the studies on Brand Equity based on the EBSCO databases during 2009-2013. The study concluded that most researchers emphasized their Customer-based Brand Equity studies on the following topics: 1) The Evaluation of products and firms' Brand Equity, 2) The Marketing Factors of Brand Equity, 3) Brand Equity as the Marketing Communication tools, and 4) The development of Measurement models of Brand Equity. The David A. Aaker's and K.L. Keller's Brand Equity concept were chiefly referred to their studies. The quantitative research methodology was mainly applied by using questionnaires as a tool to collect data of the target group's opinions and feedbacks related to Brand Equity's variables and others variables. Previous research on Brand Equity disclosed that Brand Equity could be viewed from both customer's view and company's view. In communication arts aspect, Brand Equity study based on customer's view might be important especially, on the relationship between Brand Equity and context of marketing communication. It is because in brand development process, marketing communication strategies such as advertising, public relations, promotion, Word-of-Mouth Marketing, and other marketing activities are parts of the processes that result in Brand Awareness, Perceived Quality, Brand Association, and Brand Loyalty. These strategies will bring success in Brand creation and create value-added or Brand Equity in consumer's mind.

Arpaporn Darongdejkul (2015) studied Comparative Study of Brand Building of Muslim Clothing Business in Thailand between Large brand with Small Brand. The process of Branding, Marketing, and communication in Integrated Muslim clothing business in Thailand were studied. Qualitative research was conducted by in-depth interviews with brand owners and employees of Nunuh International and Smaya Couture. Results five steps in building a Muslim clothing corporation: targeting consumer identification, creating brand identity, and implementing brand-building, as

well as brand leveraging and design. Integrated Marketing Communication (IMC) was used with the following advertising techniques: personal selling, public relations, event marketing, and internet or social media. Nunuh International a large Muslim clothing business of Thailand used IMC to most successfully reach consumers. Their special events created positive relationship between customers and the brand, making customers feel they belonged, and increased brand recognition. Among IMC, Smaya Couture a small Muslim clothing business access to consumers was best achieved by electronic communication networks on social media, informing consumers about products and services. Target audiences, brand acceptance and credibility, and trusting personal to choose products and services were all essential factors in communicating a positive organizational image through different strategies. Each brand chooses communication tools for targeted brand-building, economizing in marketing communications for integrated and effective results.

Wareerat Sampatpong (2016) studied The Integrated Marketing Communications Strategies to Creative One Tambon One Product (OTOP) Brand Equity of Thai Silk Products. This study is a research strategy for integrated marketing communications. Build brand equity One Tambon One Product (OTOP) of silk products Thailand. The objective was to study the strategy of integrated marketing communications to build brand equity One Tambon One Product (OTOP) of silk products Thailand and offer a paradigm to create a strategic marketing communications integrated to create a brand value of One Tambon One Product (OTOP) of silk products Thailand. This study is a qualitative research employing, in-depth interviews with eighteen experts in traditional Thai silk from various professional fields. The study found that Most prospects are viewed as silk OTOP products are expensive. Wear them only during major festivals. Patterns and designs that are contemporary. And for seniors to wear only. The tools of integrated marketing communications suitable for silk products OTOP is a booth to exhibit. The government's campaign to encourage the government clothed with Thailand. And the use of online media to reach target groups. The approach of elevating the brand silk OTOP acceptance. Things to take into consideration: Branding acceptance. The certified community standard (the assistant.). The patterns and designs to date. To make a difference by building upon the strengths of the product is unique to elevate the brand silk OTOP. The data obtained from the study. The researchers created

a paradigm in creating strategic integrated marketing communications to build brand equity One Tambon One Product (OTOP) of silk products Thailand. The CHAMPION Paradigm so named by the operator can be applied as a paradigm in integrated marketing communications group of silk products Thailand in the future.

Majid Esmaeilpour and Sahebeh Barjoei (2016) studied The effect of corporate image on customer satisfaction through Brand equity. In today's competitive market, brand is a strategic imperative that helps organizations in order to create competitive advantages and customer satisfaction. The brand of a company is among intangible assets of that company that creates a high value for each. The aim of this study is to evaluate the impact of corporate image on customer satisfaction with respect to the mediator role of the brand equity. The present study is an applied research in terms of aim and descriptive-explorative in terms of data collection. The study population consists of all consumers of Morghab food industry (Yekoyek) in Bushehr (Iran). The sample size is estimated to be 384. The accessible sampling method is used. To test the model and research hypothesis, structural equation modeling is used. The results showed that corporate image has a positive and meaningful impact on brand equity and customer satisfaction, and brand equity has a significant positive impact on customer satisfaction.

Watcharaphorn Tungpradit (2017) studied Brand Equity Model affecting Buying Behavior of Cosmetic Products in Thailand. The research aimed to study attitude and buying behavior of cosmetic products in Thailand and to study the factors which affected buying behavior of cosmetic products and discover the model of brand equity affecting buying behavior of cosmetic products in Thailand. The outcome of the quantitative research yielded that the theoretical model was compatible with the empirical model ($\text{Chi-square/df} = 1.161$ $p = 0.179$ $\text{GFI} = 0.98$). This also provides finding for the following hypotheses: Hypothesis 1: Brand personality was the direct effect on brand equity with the influential coefficient of 0.12. Hypothesis 2: Brand image was the direct influence on brand equity with the influential coefficient of 0.74. Hypothesis 3: Brands direct effect on buying behavior with the influential coefficient of 0.34. Hypothesis Brand personality was direct effect on buying behavior with the influential coefficient of 0.08. Hypothesis 5: Brand image was direct effect on buying behavior with the influential coefficient of Moreover, the qualitative and quantitative

research finding concluded that brand and brand image built brand equity which had an influence on buying behavior of cosmetic products in Thailand. The suggestion for development of brand equity model affecting long term buying behavior of cosmetic products in Thailand devised from multiple regression analysis to graph for increase of buying behavior that was affected by brand personality and brand image. It was suggested that, entrepreneur of cosmetic brands should build brand personality and brand image for brand equity model affecting long term buying behavior of cosmetic products in Thailand.

Benyathip Noopuek (2017) studied Competitive Potential of Thai Oil Palm Industry in the Global Market. The objective of this research was to study the relationship between factors such as basic information, production, and marketing mix which affected the competitive potential of Thai oil palm industry in the global market. The population employed in this research was 126 plants in oil palm industry sectors in Thailand (Department of Industrial Works on February 19, 2016). A questionnaire was used as a research instrument to collect data. Statistics applied in the study were descriptive statistics including percentage, mean, standard deviation, as well as inferential statistics including F-test, LSD, and Correlation Coefficient. The results of the study showed that a company is the major type of a workplace's registration in oil palm industry. The typical duration of oil palm factories' business operation was from 5 to 10 years. The size of the oil palm factories was mostly small with no more than 50 employees. In addition, the major type of production plant was a palm oil extraction plant. The results of the analysis revealed that the competitive potential of Thai oil palm industry in the global market was divided into 7 aspects; learning of organizations, effectiveness of production, customer relation, business network, technology sources, knowledge management, and business-oriented operations. Overall potential of competitiveness as well as the potential in each aspect were indicated at a moderate level, whereas the potential to compete globally of the Thai oil palm industry in the aspect of customer relation was shown at a high level.

Yajuan Sun (2017) studied Brand Building Strategy of Agricultural Products in China. It was found that in recent years, Chinese agricultural brands around the construction of a lot of useful exploration, established pollution-free food, green food, organic food as a priority to the development of the object. Since 2004, the central

government has introduced five consecutive “one document”. Agricultural brand building has become a local government and agricultural leading enterprises to explore the hot issues. Agricultural brand building will be considered as an important agricultural transformation and efficiency. It will help farmers to increase their income and will play an active role in the realization of agricultural modernization. Agricultural brand marketing is an important part of the products to achieve the value of goods. The ultimate goal of production is to carry out brand sales. However, if the product sales are bad, it is difficult to achieve the established income of farmers. Many places, under the government’s strong propaganda, have declared the local agricultural brand. Farmers produced agricultural products of high enthusiasm, but ignored the product marketing links. As a result, farmers faced serious losses. Integrating Regional Branding Strategy for Agricultural Products such as domestic regional name, the geographical advantages, the big volume of agricultural products as a Products Brand were not workable in term of marketing.

The government should introduce brand awareness at the macro level. Building brand awareness and recognition will help to add value to agricultural products, to develop market, to increase competitiveness for the realization of market efficiency. Using the strength of national culture, as a valuable resource, will strengthen Brand Building to help product to enter to the market. This will create a good impression on consumers and make a good corporate image. The government policy should be functioned as a leading tool in organizing farmers to manage Brand and to understand the tangible benefits. As a result, customers could appreciate Agricultural Products Brand, creating economic benefits at the macro level. In conclusion, from the aspects of consumption, industrial cluster and enterprise development, it is important to strengthen the awareness of the brand, to improve product quality, and to put the brand in a reasonable brand positioning in order to take appropriate brand operating strategy.

Jivasit Virameteekul et al. (2019) wrote the article about Application of Innovation to Revitalize Brand in 4.0 Era. In the past, brand was just a symbol or one of marketing tool that intended to communicate with customers. It however only identifies or divulge the uniqueness of a product or service. Nevertheless, in the 4.0 era to make the brand more efficiency, companies are challenged to be more innovative. In doing so, they have to combine creativity, innovative ideas, uniqueness, originality and

benefits throughout the brand. Moreover, brand itself should functional with the philosophy of putting the spirit of the brand with a personality and adaptability to the new changing and the ever-so demanding customers. Therefore, in this article would like to put the spotlight on the contribution of innovation within the brand of 4.0 era which is not only making the brand successful but also identify with its characteristic. In addition, the process of an invention should be under the dimensions of a newness and creative thinking that potentially provide the benefit, make life more convenient and fit to the lifestyle of customers and society. Furthermore, the products and services must be able to return the profit to the maker or organization as well.

Surachai Srinorajan and Bu-nga Chaisuwan (2019) studied Branding Process and Online Marketing Communication for Organic Products. Media influences the distribution of information. Online media can help agricultural products to reach the target consumers directly and can be used as an alternative means of distribution. Farmers should be encouraged to be interested in brand development and pay more attention to online communication. This research focuses on branding process and online communication channels of organic products. Three successful farmers in 3 provinces: Chiang Rai, Nakhon Ratchasima and Ratchaburi provinces were chosen as the samples. Quantitative data were collected by using questionnaires and in-depth interview techniques was carried out to obtain qualitative data from the chosen 3 brand owners about the branding process and online marketing communication. Moreover, 300 consumers of organic agricultural products were assessed for their satisfaction. Obtained data were analyzed by using descriptive statistics and content analysis. The results indicated that the branding process of the 3 brands includes 4 similar steps, which is in line with Keller (2008). The three brands are (1) Melon (2) agricultural design by consumers and (3) local plant products. The four steps are explained as follows:

- 1) The process of building brand identity or the determination of a distinctive identity. The three brands have unique differentiated identity. This differentiation lies in terms of the product, yet the identity are related. These brands reflect responsibility to the environment.

- 2) Creation of brand meaning involves the process of creating brand meaning in the mind of consumers. This is created through the provision of

opportunities to experience the product both tangibly and intangibly. The design of services are provided to the consumer through the development of packaging, distribution, place of sales, and promotion. Research findings indicate that the design of packaging has to be in line with the characteristic of the product that is environmentally friendly. Thus, the packaging has to be biodegradable. However, there is still use of foam and plastic in order to protect the product from damage. Information provided include communication regarding the brand identity, safety quality standards, and communication channels.

3) Brand response is the consumer response towards the brand, which is the stimulation of consumers through various means.

4) Creation of brand relationship is the stimulation of awareness regarding product value and consumer brand relationships. This would eventually lead to brand loyalty. All 3 brands focused on the concept of “online to offline”, and having different forms of communication channels. For instance, online channels are Facebook, Line@, and e-commerce sites. The emphasis is on off-line channels in particular the direct sales from farm to consumers. This is because the three brands utilize the strategy to build confidence, which leads consumers to have brand loyalty. Thus, it is necessary for consumers to experience the cultivation. They learn the process through organic farming learning centers. In addition, the location is well decorated in order to serve the needs of consumers, who like to take pictures. There are signs that provide information, which is beneficial. This includes information about the production process, product benefits, and information about agriculture. In terms of online market, the three brand owners provide answers in the same direction. They explained that online media is quite beneficial in providing information to consumers. However, it is not sufficient to put organic agricultural products in consumer minds. Thus, online communications should lead consumers to off-line communications such as experiential marketing. Consumers can learn and experience the farm. They would be impressed and go back online to spread word-of-mouth, which is commonly known as viral marketing.

Nantaratt Attayakorn and Wilaiphorn Chirawatthaset (2020) studied Brand Communication Strategies of the Successful Small and Medium Enterprise. The purposes of this research were to study the strategic planning for brand communication

of SMEs, to study the brand communication model that affects the success of SMEs and to present the communication strategies of SMEs which achieve successfully. The researcher selected the samples which were the groups of 3 successful SMEs consisting of 5 businesses in each group. In total, there were 15 companies including medical beauty service business, cosmetic and skin care business, and tourism business. The researcher personal communication. They also have the branding strategies of their own brands which have different positions compared to their competitors with both physical and mental satisfaction. They have a trustworthy personality so that the products and services will bring confidence to consumers and users. In addition, the products should have a friendly personality to everyone. Furthermore, key brand identities include having good quality, providing valuable experience, and giving great impression to customers. They also bring their products and services to have a good relationship with nature which will result in better response and satisfaction from customers. The commonly used tools for marketing communication are the person which is an executive or a founder and employees of the company. In addition, use of social media such as Facebook and Line@ is a driving force of the brand and is another marketing tool that can be used to encourage both old and new customers to remember the products and purchase the products repeatedly. Regarding the traditional media such as TV and newspaper, they are still the marketing tools that could help the business have a great recognition widely and increase the growth of businesses.

Pimkamon Katkraw and Pad Lavankura (2020) studied The Rubber Development Policy Making in Thailand. In this research, the researcher examines and analyzes procedures for the policy-making of rubber development in the Kingdom of Thailand. In this qualitative investigation, the researcher collected data from the document and carried out in-depth interviews of key informants from the Natural Rubber Policy Committee (NRPC). These key informants were eighteen representatives from concerned government agencies, representatives from the private sector, and representatives from the agriculturalist sector. Summarily speaking, findings show that procedures for the policymaking of the rubber development consisted of four steps as follows: 1) Problem identification 2) Agenda setting 3) Policy formulation stage and 4) Policy adoption The researcher would like to proffer the following recommendations: should amended in the policy-making of the rubber

development in Thailand, the public sector should amend the law so that it aligns with the current situation. The system used for collecting data should be unified so that it can be utilized for accurate decision-making procedures in planning the development of rubber in Thailand. The participation of stakeholders and the process of holding public problem hearing are important, especially in designing a policy that aligns with the needs of rubber stakeholders in Thailand.

In this regard, it can be seen that various researches, both at domestic and abroad, can be applied as the conceptual framework for this study as well as researches in agricultural product communication, agricultural value enhancement, brand equity, brand communication, product, and corporate branding along with communication strategies affecting brands and research involving various factors affecting attitudes and behavior of consumers towards the individual brand. As a result of studying “The communication process of Thai rubber brands is for value-added in Thai rubber products in the global market”, the researcher can apply concepts, theories, and related researches as shown in Figure 2.8.

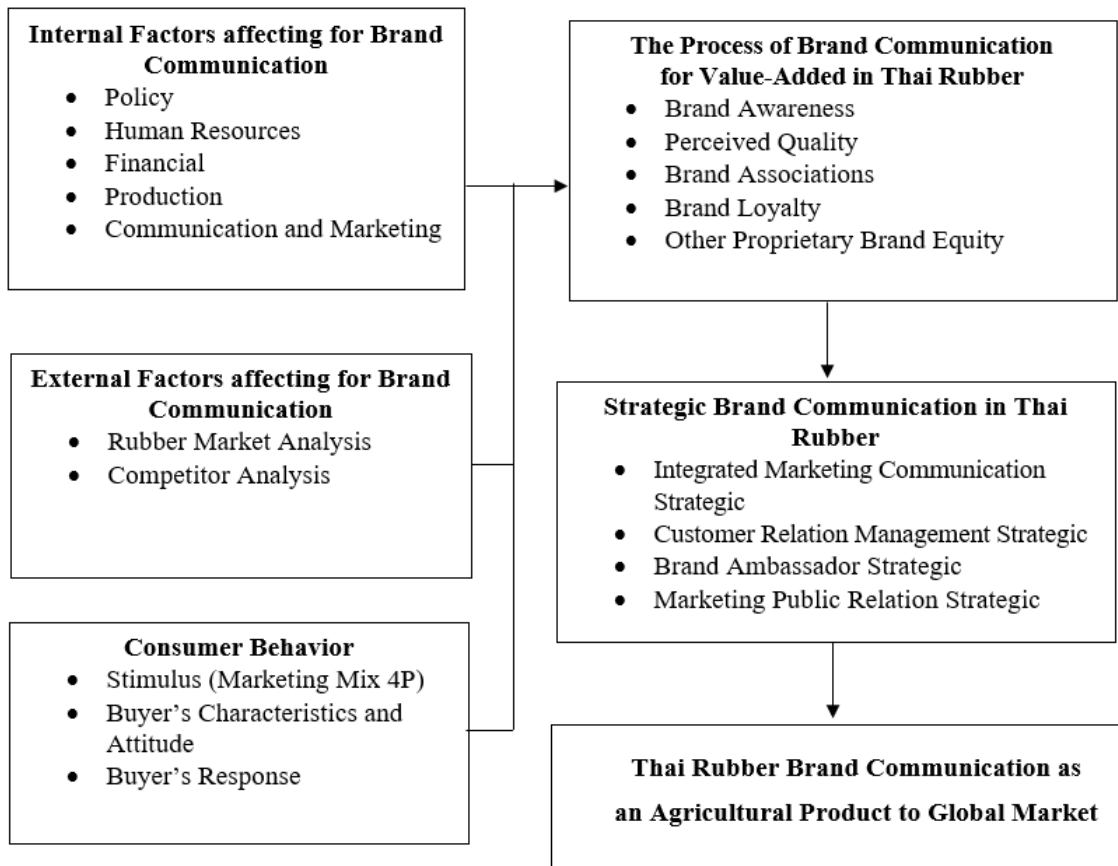


Figure 2.8 Conceptual Framework: Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market

Source: Concept, Theory and Related Research on Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market

CHAPTER 3

RESEARCH METHODOLOGY

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” is a development research. The goal is to use the research findings in order to improve, change, and enhance quality through effective operations of various organizations involved with the rubber industry. The researcher has divided the study into three parts. The first part is the content analysis, which is the examination of the National Strategy B.E. 2561-2580, Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), Ministry of Agriculture and Cooperatives. The second part studies producers and those, who play a role in the decision to buy Thai rubber products. It is a qualitative study that utilizes the in-depth interview to examine the strategy, process, and distribution of Thai rubber goods and products in foreign markets. Also, the study examines factors in brand communication to create added value for Thai rubber products. The third part is the examination of consumers of goods and products of Thai rubber in foreign markets. Qualitative research utilizes in-depth interview to examine the attitudes and behaviors in deciding to buy rubber goods and products from Thailand. Relevant factors include effective communications guidelines and business strategies. The research methodology would be described in the following sections.

3.1 Data Source

For this study, the researcher has collected data from two sources as follows:

- 1) Primary Data is collected from informants, which can be classified into three groups namely Thai rubber producers, those responsible for purchasing Thai rubber, and consumers of Thai rubber products.

2) Secondary Data is collected from documents that include the National Strategy B.E. 2561-2580, Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), Ministry of Agriculture and Cooperatives. In addition, data is collected from research data, articles, interviews from other media such as websites, mass media, and textbooks related to the communications to develop agriculture, branding for commodities in particular agricultural products, as well as means to create more value to Thai agricultural products in the global market.

3.2 Research Methodology

For this study, the researcher has class divided the research methodology into three types as follows:

1) Documentary Research examines secondary data regarding communications to create more value for agricultural products in particular brand communications and brand building strategy.

2) Content Analysis includes examination of the National Strategy B.E. 2561-2580, Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), Ministry of Agriculture and Cooperatives as the main state enterprise in the country. This is done to examine the management of the elements necessary for creation of the Thai rubber brand. In addition, the goal is to study the internal factors affecting the Thai rubber brand, which includes policy, direction, human resources, financial situation driving Thai rubber products abroad, production capacity, marketing communications, and communication content. External factors affecting the value of the Thai rubber brand including the situation analysis, competitive analysis, and consumer behavior analysis from the perspective of the state.

Table 3.1 Content Analysis from the Perspective of the State

Document Analysis	Topic of Analysis
National Strategy B.E. 2561-2580	- Elements of Brand Value - Internal Factors in the Country - External Factors outside the Country
Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579)	- Components of Brand Value - Brand communications strategy - Internal Factors in the Country - External Factors outside the Country
Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4 th Amendment during B.E. 2562-2564)	- Components of Brand Value - Brand communications strategy - Internal Factors in the Country - External Factors outside the Country

3) In-depth Interview is a qualitative research technique utilizing the purposive sampling technique to select the informants based on the objectives of the study. The informants are stakeholders in the Thai rubber industry. These include the Thai rubber producers, those responsible for purchasing Thai rubber, and consumers of Thai rubber products abroad. The research methodology is summarized in Table 3.2

Table 3.2 Research Methodology “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market”

Qualitative Research		
Content Analysis	In-Depth Interview Thai Rubber Producers and those Responsible for Purchasing Thai Rubber	In-Depth Interview Consumers of Thai Rubber Products Abroad
<ul style="list-style-type: none"> • National Strategy Plan B.E. 2561-2580 • Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579) • Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E. 2562-2564) 	<ul style="list-style-type: none"> • Study the strategy, process, and steps for selling Thai rubber products in the foreign market • Study the factors that affect the direction of the brand communications to create value for Thai rubber 	<ul style="list-style-type: none"> • Study the attitudes and decision behaviors in buying Thai rubber products • Study the factors that affect effective communications and strategies in business decisions

3.3 Population and Key Informants

The goal of this study is to collect data using in-depth interview with stakeholders. The researcher has selected the key informants as those, who hold management positions and have a role in managing policy, marketing, and make decisions in operating the sales of rubber, which have an impact on the development driving the organization. They can be categorized as follows:

1) Thai Rubber Producers are comprised of the following:

(1) Government agency is Rubber Authority of Thailand, which is a state enterprise, under the Ministry of Agriculture and Cooperatives. It is tasked with the systematic management of entire Thai rubber value chain. (Dr. Titus Suksaard, Governor, Rubber Authority of Thailand)

(2) Chairman of the Board or the Marketing Manager of the Rubber Agriculture Institute that operates the business in exporting Thai rubber to foreign markets from two organizations as follows:

(2.1) Ban Khao Sok Rubber Fund Cooperative, Chonburi province (Ms. Malisa Chantakanont, Assistant Manager Ban Khao Sok Rubber Fund Cooperative Co., Ltd.)

(2.2) Trang Rubber Fund Co-operative Federation (Mr. Jaruwut Onkaew, Marketing Consultant, Trang Rubber Fund Co-operative Federation Co., Ltd.)

(3) Chairman of the Board or representatives of Thai rubber entrepreneurs, which involves two organizations as follows:

(3.1) Thai Rubber Association (Mr. Supadej Ongsakul, Associate General Secretary, Thai Rubber Association)

(3.2) Thai Latex Concentrate Association (Mr. Decha Mesuan, Vice President, Special Affairs, Thai Latex Concentrate Association)

2) Those with the role for making the decision to purchase Thai rubber, there is one person personal communication. This person is from a licensed brokerage company (Mr. Niyom Wiwatsiripong, Owner, Triple and Forwarding Co., Ltd.), with the role in sourcing goods and products, which includes negotiation between buyer and seller. This person has the experience in buying and selling Thai rubber in foreign markets.

3) Consumers of Thai rubber products abroad

This group of consumers purchase Thai rubber goods and products. They have high purchasing power to purchase rubber products. The informants have been selected from China, which is the original market for Thailand. New markets are represented by Qatar, Saudi Arabia, Bangladesh, and the UK. Informants for the in-depth interview have positions as chairman of the board or marketing manager of a public company. They have the role in importing and consuming Thai rubber goods and products. There are five informants as follows:

(1) Mr. Abdelnaser lhalwagy, Executive Manager, Helsinco Middle East LLC, Dohar, Qatar

(2) Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est., Jeddah, Saudi Arabia

(3) Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Co. Ltd., Moulvibazar, Bangladesh and Executive in the Hemingway Group, UK

(4) Mr.Liang Bing, CEO, Pai Cha Tar Wang Rubber, Co. Ltd., the People's Republic of China

(5) Mr.Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., the People's Republic of China

Informants' information has been summarized in Table 3.3

Table 3.3 Key Informants as Rubber Stakeholders

Type of Informant	Rubber Stakeholders
Group of Thai Rubber Producers	<p>Government Agencies</p> <p>1. Rubber Authority of Thailand</p> <p>Rubber Farmer Institutes Sector</p> <p>1. Ban Khao Sok rubber fund cooperative</p> <p>2. Trang rubber fund co-operative federation</p> <p>Private Rubber Entrepreneurs</p> <p>1.Thai Rubber Association</p> <p>2. Thai Latex Concentrate Association</p>
Those with the role for making the decision to purchase Thai rubber	<p>1. Triple and Forwarding Co., Ltd. (Licensed Brokerage Company)</p>
Consumer of Thai rubber products abroad	<p>1. Helsinco Middle East LLC, Dohar, Qatar</p> <p>2. Mohammed Ali Al-Ghamdi Trading Est., Jeddah, Saudi Arabia</p> <p>3. Dhaishar Global Ltd., Moulvibazar, Bangladesh</p> <p>Hemingway Groups, England</p> <p>4. Pai Cha Tar Wang Rubber, Co. Ltd., the People's Republic of China</p> <p>5. NORINCO Shanghai Co. Ltd., the People's Republic of China</p>

3.4 Research Tool

This study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market”, utilized the qualitative research methodology as explained in the following section.

1) The interview guide was developed from relevant concepts and theories in order to frame the discussion topics. The data collection form was developed in advanced in the semi-structured interview format. The questions have been ordered for clarity and smoothness in the interview. The researcher conducted all of the interviews personally using face-to-face interview and through the use of electronic media such as mobile phone and applications such as Whatsapp, We Chat, and Line. This is beneficial in facilitating continuous in-depth discussions. In addition, it helps to ensure that the interviews are conducted straight to the point.

2) A tape recorder was used to collect data from informants participating in the in-depth interview. This method ensures that all of the data is collected and can be recorded verbatim. As a result, the researcher can review the content for better accuracy and improved analysis in accordance to the research objectives.

3) The question guide was presented to the participants prior to the interview so that they can prepare in advance. Stakeholders were allowed to answer the questions electronically in particular the foreign consumers of Thai rubber. This helps to facilitate answering the questions and subsequently, the data collection. The researcher developed the question guide for conducting the interview from 11 informants. These include five Thai rubber producers, 1 person in charge in deciding to buy Thai rubber who comes from a company authorized to be an agent, and five consumers who use Thai rubber products.

3.5 Data Collection Methodology

The research titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market”, utilized the following research methodology:

1) Documentary Research – The researcher collected data and research relevant to agricultural and commodity products brand communications both domestic and abroad. This also includes relevant brand communications strategy.

2) Content Analysis – The researcher collected content regarding the National Strategy B.E. 2561-2580, Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), Ministry of Agriculture and Cooperatives to conduct the study based on the research objectives and framework.

3) In-depth Interview – The researcher requested permission to conduct interviews for data collection from the study population. The interview was conducted using a semi-structured question guide together with non-participant observation during the discussion. This is designed to create better understanding about the perspective and means of communication in terms of internal and external informants’ organization issues. Also, current facts that have an impact on agricultural products communications to create value added for Thai rubber products to enter the global market. In the case that the researcher can meet the respondent in a face-to-face interview, which would take about 30-45 minutes. For those who are personal communication via the electronic media, data would be compiled and collected in document form via electronic media.

3.6 Data Analysis

In the study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market”, the researcher analyzed the data by categorizing the issues based on the type of research objective. This is done by utilizing theories, concepts, and relevant studies for systematic data analysis encompassing the research objectives that can be categorized into three aspects as follows:

- 1) Analyze brand communications for promoting Thai rubber to the world market.
- 2) Analyze brand communication strategy for promoting Thai rubber to the world market.
- 3) Analyze factors that influence brand communications for promoting Thai rubber to the world market.

3.7 Presentation of Data

This study examines two components, who are senders and receivers. In terms of senders, data would be presented from the examination of Thai rubber producers and exporters of Thai rubber to international markets. This includes those who have the role in deciding to buy Thai rubber. The informants are executives, who are involved with the care, determining policy, and direct communication to the foreign market. This would enable in-depth data collection in terms of policy and strategic planning for creating the brand. In terms of the receiver, the study examined consumers of Thai rubber products, who are foreigners. They would provide opinions and information regarding brand communication strategy for Thai rubber brand that impacts decision making, consumption behavior of Thai rubber products.

Therefore, the study presents information derived from analysis of data collected from senders and receivers utilizing descriptive analysis. Presentation of the results would start with the importance of creating the brand, which leads to brand communications in various stages that increase value for Thai rubber products entering the global market. The important part is the strategy used in the brand communications. Factors that lead to successful Thai rubber brand communications include both internal and external dimensions. This includes brand communications concepts in building rubber brands as agricultural products exported to the global market. Consequently, rubber would be the model for developing brand communications for similar commodity products that have enhanced value in the world market.

CHAPTER 4

RESULTS

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” has the following research objectives:

- 1) To study the brand building communications process of Thai rubber to create more value in the global market.
- 2) To study the brand communications strategy for Thai rubber to enter the global market and become Thailand’s business ambassador.
- 3) To study the factors that have an impact on propelling the Thai rubber brand to the global market.
- 4) To develop the brand communications framework for developing Thai rubber as an agricultural product in the global market.

Results findings in the following section would be presented based on the research objectives.

4.1 To Study the Brand Building Communications Process of Thai Rubber to Create more Value in the Global Market

4.1.1 Results from analysis of the Thai government policy under National Strategy Plan B.E. 2561-2580, Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564) by Rubber Authority of Thailand under the Ministry of Agriculture and Cooperatives indicated that the brand building communications processes of Thai rubber to create more value in the global market according to brand equity are as follows:

Component 1: Brand Awareness

- 1) National Strategy Plan B.E. 2561-2580 determines the goal of building competitiveness due to Thailand is a key player in agricultural production and

sales on the global stage. Therefore, it emphasizes driving mechanism development of the economy for the future, which can create the value-added in both agricultural and industrial sectors. Value-added agriculture would drive agriculture with technology and innovation. These focus on increasing quantitative productivity and value productivity, including the variety of agricultural products to maintain the income base and create a new future to increase farmers' income. It determines the value creation from safe farming to build brand awareness to the global manufacturers and consumers toward the important issue of the standard system and safety management in order to persuade and create a framework for farmers and producers to produce products that comply with the standards and to be a part of agricultural product quality management systems accredited by trustworthy institutions. This includes providing knowledge to farmers regarding agricultural productions that are adequate with international standards in order to disuse chemicals in the agricultural sector; the increase of area and quantity of organic agricultural products; developing quality certification systems and standards for Thai organic products, including traceability systems in order to accurately identify the origin of products in accordance with acceptable national and international standards (National Strategy Plan B.E. 2561-2580, p. 19-20).

2) The government sector issues a policy and focuses on brand awareness of Thai rubber brands through Thailand 20-year Natural Rubber Strategic Plan, which determines to create a brand of rubber products under the name of "Rubber Product of Thailand." The strategic plan also publicizes the national image in the targeted market to make the worldwide acceptable in quality and rubber standards from Thailand. This is one of the guidelines to develop Thai rubber (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 62).

3) The goal to drive Thailand 20-year Natural Rubber Strategic Plan. The government sector issues a policy that builds understanding to agencies to participate in the rubber industry's development to understand the substance, intention, focus point, and strategic plan goals. The policy also builds awareness towards the importance of a sense of ownership and willingness to cooperate support the strategic plan to achieve the goals and leads to resource mobilization and integration of work that every party receives benefit together. The government agency responsible for

driving the Natural Rubber Strategic Plan is Rubber Authority of Thailand (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 81-82).

4) Developing rubber farmers' capacity to being Smart Farmers by developing skills in the application of information technology to manage in rubber plantation; developing correct skills in the selection of types of rubber plant, rubber planting, rubber plant care, rubber tapping, and primary processing of rubber; building required entrepreneurial skills to rubber farmers; supporting rubber farmers apply modern technology to manage rubber plantation such as fertilization according to soil analysis value, drip irrigation system in rubber plantation, rubber tapping technique/rubber tapping system, and Rimflow technology; providing knowledge, technology and developing the right skills in processing of rubber/rubberwood (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 33-34).

5) Promoting the establishment of a rubber farmer institute and support rubber plantation in a large-scale farm by promoting, supports, and encourages rubber farmers to associate to manage as a large-scale farm by consolidating the rights in lands of each rubber farmer as a capital; changing the rubber type, holistic management, and promoting rubber farmers work in a large-scale farm (the rubber farmers can spend their free time increasing income and solving the problem of labor shortage in rubber plantations); promoting and supporting rubber farmer institute who produce rubber plantations on a large scale; providing technology/innovation to increase the production quality; promoting rubber farmer institute applies modern technology to run the business; developing a prototype rubber farmer institute to become a place for studying and knowledge exchanging; promoting and supporting the leader of rubber farmer institute to participate in policy formulation (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 34-35).

6) Rubber Authority of Thailand, as a state enterprise, determines a rubber development plan including supply chain and value chain in order to strengthen the capacity and ability of academic competitiveness, production, processing, industry, marketing, business, and farmer association to be smart farmers or institute of rubber farmers to be a smart group in order to create the value and sustainability, including the building of strength; increasing of capacity in competitiveness; enhancing the standards of rubber farmer institute and entrepreneurs in the rubber industry to create the value of

natural rubber by processing products for export and the use of rubber within the country; supporting Thailand to be as a world's largest exporter of rubber products (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 82).

7) Rubber Authority of Thailand realizes Good Corporate Governance and Corporate Social Responsibility. Thus, it determines the revision or modification of rules, regulations, and instructions according to the missions and conducive to developing the whole system of the rubber industry. Especially, as the main rubber organization, it issued a policy about the development of communication channels, building relations, and revelation information with transparency and effectiveness toward the public (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 82).

Component 2: Brand Perceived Quality

1) National Strategy Plan determines the goals of competitiveness enhancement by promoting Thailand to have farming with local identity. The promotion is performed through promoting adaptation of wisdom and technology in the production process and packaging development in order to ensure the continuing identity of local identity products in the market; quality development of agricultural products to be certified with national and international standards; promoting the brand building of agriculture in each area; building demand of products through storytelling in order to be known and accepted in both national and international (Brand Perceived Quality). In addition, there is a promotion of the use of benefits from the country's biodiversity to create value for the manufacturing sector. This leads to the production and development of high-value products-based agriculture and biological resources. To build the security of the country in terms of food and health by promoting sustainable agriculture in order to produce and process for the medical industry, strength the health, and development into other industries with the concern of quantity and quality according to the demands in the national and international markets (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 19-20).

2) Thailand promotes and builds an opportunity for entrepreneurs to access to the national and international markets according to the performance by promoting entrepreneurs to have significant brand and identity including development

of packaging that is qualitative and different in order to promote entry into the market especially in international market and platforms which can show their creative business works; focusing on production based on the market which concerns of the demand of the market especially the high value market; promoting new marketing channels and new payment channels through the establishment of online markets and applications and the channels which response to the future people's lifestyle; providing more opportunity for entrepreneurs to participate in the public sector's procurement process; developing standardized product distribution hub in every region of the country; developing innovation of product distribution by development of modern processes with information technology system in order to accommodate industrial and business growth (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 28).

3) Research and development of technology and innovation from planting, including rubber tapping system in order to reach the highest productivity. The research and development of a new type of rubber emphasize products based high quantity of natural rubber and/or high value-added products in order to improve properties of natural rubber with synthetic rubber by focusing on Green Rubber, Rubber Nanocomposites; researching and developing new products from the non-rubber components (e.g., fats, proteins, and bioactive substances) using the promotion of providing Know How technology and innovation related to rubber/rubberwood from foreign countries (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 52).

4) Establishing a Rubber Research and Development Institute and support enough budget tool and human resource such as Tire Research Institute, Rubber Research Institute for Medical Use, Rubber Research Institute for Engineering, Rubber Nanocomposites Institute, Green Rubber Research Institute, and Research and Development Institute of Rubberwood Products; establishing and support Design Center of rubberwood products; establishing an Institute of Specific Education in Rubber and Business Incubation Center or Rubber Intelligence Center (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 71-72).

5) Rubber Authority of Thailand focuses on the development and creation of research that can create the value-added and response to the demand of stakeholders: origin, middle, and end stakeholders, to be able to compete in the

international market by cooperation between the government sector and the private sector in order to use resource together, including the creation of technology and innovation which can raise the competitive potential of the stakeholders. In addition, there is a guideline for developing and creating research that can be truly applied to use as in a cooperation integration which is related to national and international agencies (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 83).

6) The mission of Rubber Authority of Thailand includes efficient organization management, cost reduction, income increase in order to build worthiness according to good governance and response to changing environment. In addition, it aims to respond to the stakeholders in the system under the missions of Rubber Authority of Thailand — an organization the world's leading organization for managing rubber in the system. Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. Kor, Executive summary), determines strategies to develop rubber in the supply chain and value chain in order to adjust the rubber quality; promote the production of quality raw materials; develop the market system. In addition, there was strengthening, increasing competitiveness, and enhancing the standard to rubber farmer institute and entrepreneurs in the rubber industry in order to increase the value to the natural rubber through processing products for export and using in domestic (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 80).

Component 3: Connection with Brand Associations

1) Promoting Thai local identity and local wisdom to be agricultural products; promoting products certified geographical indications to increase the creation of value. The products are new agricultural products that respond to the demand of the modern market that connects to brand awareness in order to promote the local economy and create the difference of Thai agricultural products in the global market; to respond to the customers' different demand in other countries (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 19).

2) The government sector issues policies that make the agencies that participate in driving the Thailand 20-year Natural Rubber Strategic Plan build connections between the Natural Rubber Strategic Plan and the plans of related

agencies. The main work is building a connection between Rubber Authority of Thailand, the Ministry of Commerce, Ministry of Science, Educational Institutions, and Research Institutes with support agencies such as the Ministry of Industry, the Ministry of Agriculture and Cooperatives, the Cooperative Promotion Department, and the Stock Exchange of Thailand in order to drive the policies to action in reality (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 81-82).

3) Building factors that link to Brand Association as a producer country of 100% natural rubber products. Thailand 20-year Natural Rubber Strategic Plan accelerates the promoting establishment of the distribution center of rubber products in important tourism areas (it emphasizes rubber pillow/mattress). It develops a transportation system in order to transport products to other countries in the global. Thus, this connects users who are consumers in other countries (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579)). In addition, infrastructure development is a key support factor by improving/developing the rubber logistic system and enhancing rail/water transportation system to be ready for being ports for export Thai rubber products. This is an improvement/development of commercial facilities in order to attract international investors to run the rubber product businesses in Thailand (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 71-72).

4) Rubber Authority of Thailand has a plan for providing a marketing channel in order to support primary processed rubber or standardized rubber products (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 82).

5) Developing market and distributing channels of rubber products in the country by organizing Thailand Rubber Expo yearly; supporting the government agencies to use rubber products produced from domestic factories; organizing a business matching activity between rubber product manufacturers and buyers in Thailand; issuing monetary and fiscal measures in order to persuade the private sector to produce products to substitute import from foreign countries (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

6) Developing market and distributing channels of rubber products in the foreign countries by promoting and supporting rubber manufacturers to receive the opportunity to expand the market in foreign countries through activities such as

participating in the trade fair and Road Show activity in targeted countries in order to build beneficial rights/various incentives and persuade investors to run rubber product business in Thailand (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72). Business Matching Activity.

7) Establishing One-Stop Service for rubber and rubber products (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 71). Rubber Authority of Thailand has a guideline to improve the information system of administration, service, and information related to the whole system of rubber to have unity, correctness, and modernity. This is for establishing One-Stop Service for rubber (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 84).

8) Establishing the exhibition and distribution center of rubber products in the targeted market countries; promoting establishing the Rubber Trade Promotion Office in the countries where are targeted market (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 62).

9) Promoting the establishment of the startups which focus on utilization of technology/innovation for rubber production (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72).

10) Revision and enforcement of laws relates to rubber and revision of laws relates to rubber in order promote the development of the whole system of the rubber industry, especially the revision of Rubber Authority of Thailand Act which controls rubber to be in accordance with the present situation; the review, revision, and correction of measures that promote foreign direct investment (FDI) in the rubber industry through the increase of privileges in order to attract international investors to invest more in Thailand. Also, accelerating the development of the rubber city, including related infrastructure to be ready for supporting foreign direct investment (FDI) (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 70).

11) Thailand's geographical advantage makes Thailand has policies that promote the industry, transportation service, and logistics. Thailand uses the geographical location to promote the country's transportation, shipment, and logistics to become the region's hub for export to the global market and hub for tourism in the region. And also, to help reduce logistics costs and increase added values from being

the geographical hub to promote the related industry and service by promoting establishing a regional logistics center and connecting with the global logistics network. (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 22).

12) Thailand has policies that create attraction and incentives, which lead Thailand to be an end-destination of business tourism by promoting the be a hub of conference and international exhibition of the world due to the geographic advantage which is proper for business travel and tourism and the readiness in service, which is an identity; infrastructure developing of public utility, public transport, and digital system for communication in order to provide convenience for travel for conference and build business cooperation between each other; promoting the expanding area of the destination for conference, exhibition, and relaxation during having conference from the main cities to other potential cities, of Thailand; creating areas or channels to showcase various forms of works such as real and virtual exhibitions; promoting to have relaxation during having conference is a persuasion and expansion of creative tourism promotion and culture which emphasize sustainable tourism and promote the local economy, including other types of tourism which Thailand has potential and connect other tourist routes in order to have the cooperative economic growth which includes creating format and attraction to entry for business, tourism with facilitation, and support measures; building the readiness of business which relates to business chain (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 24).

13) Developing the rubber market operation of Thailand to be in electronic form including linking rubber trading transactions in each central rubber market to the local market in order to create quantity and price information for the international to use as a reference (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 60). In addition, the use of guidelines for the cooperation of international organizations to build rubber price stability in supply management to be in accordance with demand and the rubber situation in the global market (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 81).

14) Building the brand image of Rubber Authority of Thailand by promoting to have an international rubber academic conference in order to publicize

academic work on rubber or rubberwood (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), pp. 83-84).

Component 4: Brand Loyalty

1) Building and developing the infrastructure for the rubber market of Rubber Authority of Thailand are for building confidence in the rubber trading market; increasing the number of buyers, sellers, and the quantity; creating the value in the rubber market of Thailand (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 81).

2) The policy to update the information relates to the whole rubber system that is stored and published by the government and private agencies. To make the information have unity, completeness, correctness, clarity in breadth and depth, and modernness. Also, the information is shared with stakeholders to use in analysis, plan, and decision, including analysis of urgent situations relates to the rubber. There are publicization, guiding, and informing stakeholders to know and adapt to changes that may occur in the future (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 62). These are the instruments and guidelines to create attachment and confidence in the corporate brand.

3) Promoting the use of rubber within the government agencies such as using rubber as a component for road building; promoting the use of rubber in engineering work, transportation, and others; encouraging the government agencies which is a method to develop promoting the use of rubber in the country and develop the processing industry of rubber products (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72). The government agencies need to be a solid and stable group to perform the activities and need to be a role model for the targeted group

Component 5: Other Proprietary Brand Assets

1) National Strategy Plan determines competitive advantages of agricultural processing products by applying modern technology and innovation, including innovation from processing wisdom in order to make a difference and create the value of products, agricultural products, and Thai high-quality agricultural products to the domestic market and international market. They are promoted by promoting the trade of advanced agriculture with the unique value which is in accordance with the diverse market demand by work from research institute to commercial production;

promoting the application of new technology and innovation to develop gross agricultural products for being new high-value products; supporting the use of raw materials and agricultural products for processing to new products; promoting the application of technology and innovation to create smart packaging in order to prevent adulteration, control quality and safety, trace products during transportation, extend the product life of food and agricultural product in packaging so these can create the value market to the products, focus on trademark and intellectual property rights protection (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 23).

2) Developing human resource that has skill meets the demand of vehicle industry, aerospace industry, and logistic services; facilitating for foreign professional personnel to work in Thailand; establishing advising center; promoting vehicle industry, aerospace industry, and logistic industry, including the controlling agencies to meet the standard and build cooperation in the accreditation of international industrial standards (National Strategy Plan B.E. 2561-2580, p. 23)

3) Developing quality and enhancing product standards including supply chain by issuing a policy, which promotes and supports rubber farmers to request for the certificate of Forest Management Certification (FSC/PEFC/ TIS 14061) in order to determine quality/standard of primary processed rubber to meet the demand of entrepreneur; promote institute of rubber farmer to improve/develop the primary processed rubber quality to receive the mentioned standard; promote and support rubber farmers who process the rubber to improve/develop the processed rubber in order to meet GMP standards (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 42).

4) The government sector determines to review and determine Thai Industrial Standard (TIS) for every type of rubber product to meet the international standards. The government promotes and supports entrepreneurs and the rubber farmer institute to improve/develop rubber product quality to meet the Thai Industrial Standard (TIS) and international standards. The government pushes entrepreneurs to fully use the benefit from laboratory or testing and certification center for rubber quality and rubber products. The government pushes them to improve the process of requesting standard certificates of rubber products to be more convenient and faster (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 43).

5) Developing the international and regional premium-grade rubber market (e.g., ITRC Regional Rubber Market: RRM) in order to attract rubber farmer institute to produce processing rubber in order to reach the GMP standards and promote rubber farmer institute to sell the product received the GMP standards in the RRM — a regional rubber market (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 60).

6) Providing a label for certifying rubber product quality using the same method as providing an electricity-saving label of the Electricity Generating Authority of Thailand (EGAT) (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

7) Promoting and supporting the establishment of laboratories for testing and certification rubber quality. The laboratories that met the Testing Laboratory Standard (ISO-17025) (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 70).

8) Thailand 20-year Natural Rubber Strategic Plan has policies to provide rewards to rubber farmers to reduce rubber cultivation area to meet the target; who can increase yield per Rai according to the target; who can increase the value of rubber products/rubberwood according to the target. This is for building motivation to change to decrease long-term dependence on government subsidies (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 41-42). In addition, providing rewards for domestic entrepreneurs who can process the natural rubber to be rubber products for export planting according to the target in order to build motivation for changing (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72).

9) Developing researchers and build on commercial research with the method of promoting and support to have a determination of research question from problem/demand of the private business sector; pushing and motivating to use the benefit of research result and build on commerce; connecting the information, knowledge, technology, and innovation among educational institutions/research institutions with the private business sector; supporting scholarships for study visits, exchange, and research for scholars/researchers who relate to the rubber; supporting to have yearly international rubber academic conference in Thailand; supporting

researchers/entrepreneurs can access to rubber research funding (National Strategy Plan B.E. 2561-2580, p. 53).

10) Cooperating with international organizations and the international research community in order to support international trade negotiation in the topic of trade barriers relates to rubber and rubber products; seeking for the cooperation of rubber research and development with international rubber organizations and rubber institutes of other countries; cooperating to research rubber and rubber products with the global rubber research institutes subsidies (Thailand 20-year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 54).

11) Rubber Authority of Thailand issues a policy in order to manage the production area and the rubber production quantity by creating a map of rubber cultivation and determining proper areas for rubber cultivation which are in accordance with Agri-Map for proactive management; pushing to have large area-based approach; promoting and supporting rubber farmers to request for the certificate of Forest Management Certification (Master Plan of Rubber Authority of Thailand (B.E. 2560-2564) (4th Amendment during B.E.2562-2564), p. 81).

4.1.2 The results of in-depth interviews with stakeholders on behalf of Thai rubber producers' group exporting to foreign markets is presented in the following section.

The communication process of Thai rubber brands is for value-added in Thai rubber products in the global market. Value-added components in Thai rubber have five issues as follows: brand awareness, brand perceived quality, brand associations, brand loyalty, and other proprietary brand equity. The research results are as follows.

Component 1: Brand awareness

Government agencies by Rubber Authority of Thailand – There should be consideration to create a brand of Thai rubber in the global market and have a brand of Thai rubber first by emphasizing that Thailand's rubber is different from the rubber of other countries. If it is a raw material product, the same quality standards must be emphasized throughout the country. Rubber products must be recognized by consumers in the global market. As Dr. Titus Suksaard, Governor of Rubber Authority of Thailand explained as follows:

To create a brand of agricultural products, that product must first have a brand, such as the world-famous Thai rice combined with jasmine rice which is the market share similar to Thai rubber. It has long been marketed into the red ocean because rubber is a substitute commodity product. If you don't purchase the product from Thailand, you can purchase the product from another country. More importantly, there is a long-standing monopoly in the rubber market system from middlemen. If Thai rubber is to be developed for value-added, it will have to differentiate the product between Thai rubber and Vietnamese rubber. For rubber products, especially in the tire industry such as Japan, there is a quality measurement system. If Thailand is to take advantage of consumer demand in branding with a tire quality measurement system, it will help Thailand to distribute products or to tire manufacturers in Japan.

Rubber Farmer Institutes as a group of distributors to foreign consumers, it is found that Thailand's products are accepted abroad the main market is China. Consumers are confident in the quality of the products. On the other hand, the branded products are not yet recognized and value-added as raw materials of Thai rubber products due to the distribution or export of raw materials to foreign consumers. Some farmers' institutions have brands, logos, and/or no brand logo. As Ms. Malisa Chantakanont, Assistant Manager of Ban Khao Sok Rubber Plantation Fund Cooperative explained as follows:

The exporting Ban Khao Sok Rubber Fund Cooperative's STR 20 products will be displayed with the name and logo of the Rubber Farmer Institutes for consumers to recognize because the product will be of quality due to the cooperative's laboratory inspection standards. The main consumer is China. At present, with the restrictions on selling prices abroad is cheaper than domestic selling prices, the Rubber Farmer Institutes sells more products to the domestic market, with an average of 12,000 tons annually to domestic tire companies.

While, Mr. Jaruwut Onkaew, Marketing Consultant, Trang Rubber Fund Co-operative Federation explained as follows:

Trang Rubber Fund Co-operative Federation Co., Ltd. does not have its own brand. But Thailand is unique in the quality of the product. In comparison, the quality of Thailand is better than other countries that are competitors. But Thailand's production costs are high and factor from international trade agreements or taxes. As a result, Thai products have higher prices than competitors.

Private rubber entrepreneurs realize that brand awareness of raw rubber products does not have any effect on consumers in recognizing or recognizing the brand because consumers perceive those products from Thailand are the best and of the best quality. But Thai rubber products, even as commodities, must have brands that consumers can perceive, respond to purchasing decisions and reuse them next time.

Mr. Decha Mesuan Vice President, Special Affairs, Thai Latex Concentrate Association said that the raw materials of Thailand are the best and of the best quality. Especially, latex because it has an area grown near the equator (Molecular weight). Some latex brands and some countries have its own symbol. For example, China uses the symbol three rubber trees or three leaves. But Thailand will use the company name such as Thavorn, Thai Hua, Wong Pandit as if the products placed on the shelves.

At the same time, Mr. Supadej Ongsakul, Associate General Secretary, Thai Rubber Association mentioned that

Brand importance that rubber is a commodity that can be branded. For example, drinking water. In the past, it was normal water. But now in Thailand, it can be seen that only a few brands such as Singha, Nestlé, and local drinking water that used to be sold in other provinces are not very popular. It can be seen that ordinary drinking water can still be branded and can also make buyers to repurchase. The rubber must have its own brand. It may refer to a geographical indication which is "Made in Thailand" from raw materials sourced from Thailand. How Made in Thailand or rubber made in Thailand will be superior or better in the feeling of

the user, depends on the perception of the brand. It refers to the consumer's perception of our products and their effect on the next purchase and repurchase. It assumes that our products are beginning to respond well to the needs of consumers. It has to start with a brand. But when consumers do not come back to repurchase or choose another brand, it means that the Thai rubber brand is not as successful as it should be.

People who play a role in purchasing decisions of Thai rubber mentioned that building a brand for raw materials is difficult because each company has a brand or has its own brand name. Because in the process of exporting raw materials, it is necessary to have a seal so that consumers can know the source of the product. In addition, consumers of raw materials will know the companies that are manufacturers in Thailand.

As Mr. Niyom Wiwatsiripong, Owner, Triple and Forwarding Co., Ltd. said that

branding for each group and company already has a brand and logo stamped on the product. For example, it could be named after the company name. If they are combined into one brand and announce to the world that it is a raw material from Thailand, it would be difficult. Importantly, buyers already know the producers whether they are big or small companies in Thailand. Consumers may browse through the website. If you like a specific company, any company will contact that company to request a sample of rubber to determine its quality. Before every trade, a sample of rubber is always requested to determine its quality.

Component 2: Brand perceived quality

Government agencies aims that the production process of Thailand products is of the highest quality in the world, which is outstanding enough to create consumer awareness. If compared with other producing countries, especially raw materials such as RSS, STR, Crepe, Concentrated Latex. Dr. Titus Suksaard, Governor, Rubber Authority of Thailand explained as follows:

The development of various dimensions in the international market requires consumers to acknowledge and accept the quality and standard of Thai rubber. Everyone in the country, as a manufacturer, in the government sector, the Rubber Farmer Institutes and the private sector, must work together to drive the production of all products with the same quality and standard.

Rubber Farmer Institutes realize that consumers can perceive quality with the brands of products delivered to customers. As Ms. Malisa Chantakanont, Assistant Manager Ban Khao Sok Rubber Fund Cooperative Co., Ltd. said that the important factor of the Thai rubber brand is to maintain quality.

At the same time, Mr. Jaruwut Onkaew, Marketing Consultant, Trang Rubber Fund Co-operative Federation Co., Ltd., explained in the following section.

Thai products are considered to be accepted abroad. But what I think is important is the awareness to consumers in foreign countries to announce the production of that kind of product. At present, we still lack public relations to allow customers to access or receive accurate information.

Private rubber entrepreneurs realize that the products of Thailand are of the best quality because the products that are produced have the characteristics of the products that consumers purchase which can be produced and processed with quality. Thailand has to develop products or products that are cost-effective, able to compete with neighboring countries with good quality rubber and consistently meet customer needs as well as the ability to provide large quantities of products. More importantly, it has to be delivered on time because Thailand has a big port. If there are elements in accordance with this, it should be developed to have the Thai rubber brand by accepting our products as better than other countries and being a repurchased product.

As Mr. Decha Mesuan, Vice President, Special Affairs, Thai Latex Concentrate Association said that the raw materials of Thailand are the best and of the best quality. Especially concentrated latex, because the rubber plantation area and geographical characteristics of Thailand have an advantage in productivity over other countries. In the case of latex products, foreign consumers purchase them

for processing into condoms. Physical characteristics of raw materials produced in other countries are not as good as purchasing raw materials from Thailand.

At the same time, Mr. Supadej Ongsakul, Associate General Secretary, Thai Rubber Association explained in the following section.

For brand improvement, it is important to understand that the Thai rubber brand comes from quality. It must be able to control the quality of the products to be standardized and consistent. In this regard, there are four aspects of rubber properties affecting the perception of quality: (1) Purity (2) Consistency. Rubber has properties that are set by the government. That is, Rubber Authority of Thailand defines about 4-5 types of properties. Since it is natural rubber, it is classified according to the standard for similar products. Consumers will be able to set the formula for further processing into various products. Especially, in the manufacture of tires (3) Mass Production, Thailand has a suitable area with large output and can meet the needs of large industrial users because it has a large output volume and a good logistics system. Both Penang Port and Laem Chabang Port carry goods in large quantities. Thailand has an advantage on this issue over many neighboring countries in order to be able to sell products all the time. On the other hand, (4) Raw Material, the source raw material must be the raw material suitable for the production of primarily processed rubber. Because most of them have to depend on the raw materials from farmers or Rubber Farmers Institute. Therefore, if Thailand can manage these 4 parts very well. Will make the rubber products of Thailand be accepted by users without having to consider the brand and have to sell at an expensive price. If it is very expensive, users will go to purchase it with other brands because the user has a different purchasing skill level as well. The cost of other countries is cheaper than Thailand. If you can allow users to make a purchase with Thailand tires in mind first, it would be a good idea. Thailand has to develop products at lower costs in order to compete with neighboring countries and have good rubber quality that consistently meets customer needs and sells in large quantities. More importantly, it must be delivered on time. If there is such a component, it should be developed into a brand.

Those with the role for making the decision to purchase Thai rubber mentioned that customers from all over the world recognize and accept the quality of Thai products. Especially, RSS is produced from southern Thailand and can only be produced mainly from Thailand. Currently, the popularity of these types of products has declined due to the technology that attracts consumers to other products and is widely produced in many countries. Therefore, it will increase even more competitors.

As Mr. Niyom Wiwatsiripong, Owner, Triple and Forwarding Co., Ltd. said that the outstanding quality Thai product is RSS, as it is usually the best production of rubber tires to use RSS as raw material. But nowadays, it is also blended with STR 20. The user adjusts the formula by mixing other types of rubber as well. RSS order quantity. However, Thailand's RSS is still high quality. Especially those produced in the South of Thailand, farmers and Rubber Farmer Institutes should pay attention to consistent and standardized quality, it will increase sales of rubber.

Component 3: Brand associations

Government agencies mentioned that government agencies play an important role in driving the country's main agricultural products to advance in the global market. Rubber Authority of Thailand, as the primary organization for managing natural rubber throughout the country and Corporate Image, is essential to any business operation as it relates to the support of its operations. A good image helps the operation of an organization or business to achieve its goals and brings the uniqueness of product attributes. The use of rubber in various industries abroad by selecting the target audience for the presentation and use of the rubber product. As Dr. Titus Suksaard, Governor, Rubber Authority of Thailand explained in the following section.

First approach: After the government established Rubber Authority of Thailand, the mission of organizational fusion was important. Since Rubber Authority of Thailand is formed from the merger of 3 government agencies, from education, research, promotion, and development of manufacturers as well as export and marketing. It will support the management of Thai rubber systematically, be fast, unified and able to formulate policies for promoting the international market and competition. In other words, the three main streams

that come together are conceptually quite different in their work. So, if we run fast but go in the wrong direction, we won't be able to solve the problem to achieve the goals we have set.

Second approach: Important action strategies, Rubber Authority of Thailand will stimulate Support and encourage farmers or rubber entrepreneurs to generate sustainable income without price intervention and to drive projects using the market mechanism. It also promotes farmers to have more processing in order to accommodate changes from long-term external stimuli that may affect farmers' prices and quality of life. For example, Malaysia Model was once one of the world's largest exporters of rubber, but Malaysia has returned to being the world's number one producer and exporter of rubber gloves. Malaysian Rubber Farmer Institutes have improved their livelihoods. Therefore, solving the rubber problem is not a short-term solution, but Thailand has to be elevated to become a privatization hub by encouraging more domestic rubber use. Such as tire production, rubber road, barrier construction or equipment, which requires assistance from various sectors.

Third approach (market segment): There should be a new market penetration. If we look at the geographic and consumer needs of the past, we look at the domestic market. But nowadays, we have to look for new markets, especially for rubber products such as More markets of India or the Middle East to be able to export new products. Thailand is not a country of export, only raw materials. This approach will reflect Thai farmers clearly that there is a more affordable market and better incomes than exporting only raw materials.

Rubber Farmer Institutes commented that consumers can perceive brand associations with unique product attributes compared to competing countries. As Ms. Malisa Chantakanont, Assistant Manager Ban Khao Sok Rubber Fund Cooperative Co., Ltd. explained as follows:

Rubber entrepreneurs and exporters also see that if the rubber is distributed to foreign countries, they would like the government to seek markets in other countries to support more than China. If China does not purchase rubber raw materials from us, it will affect the cooperative group and the Rubber Farmers

Institute. But if we still have a distribution channel to other countries such as Europe or Japan, it will be another marketing channel and increase more variety without relying on the Chinese market alone. At the same time, they want the government to help farmers more because if the government directly supports Rubber Farmers Institute, the beneficiaries will be Rubber Farmers Institute.

At the same time, Mr. Jaruwut Onkaew, Marketing Consultant, Trang Rubber Fund Co-operative Federation Co., Ltd. explained as follows:

Thai rubber products are of good grades and are recommended for quality from one buyer to another. The quality of Thai rubber is widely perceived among buyers or consumers. However, the government should publicize to build a brand of Thai rubber in order to quickly distinguish Thai rubber from other competitors.

Private rubber entrepreneurs realize that when the products of Thailand are of the best quality and consumers can use Thai products to process products with quality, all products made from Thai rubber will reflect the brand from Thailand the manufacturing company is the only source of production, but the raw materials are from Thailand. Nowadays, the private sector is facing a problem with the image of the product which is linked to the quality of the product with the image of the product that is produced from abroad. Public relations strategies are essential to create awareness and understanding in providing information to general consumers. The government sector should be aware of this issue because it affects the brand's linkage with the national image as well.

As Mr. Decha Mesuan, Vice President, Special Affairs, Thai Latex Concentrate Association said that the government sector needs to understand and educate consumers around the world in order to create a good brand and image for the products which are natural rubber raw materials from Thailand by marketing and branding on the quality of Thai rubber. In the past, there has been a phenomenon of linking the product itself with the country's image from the consumer. For example, China has become a natural rubber producer, despite the fact that it is the world's top user and importer of natural rubber. Due to the

quality of rubber products in China, when processed into latex pillows or mattresses. The product's appearance will be yellow according to the nature of the raw material. But China uses a public relations strategy that "If it is natural rubber, it must be yellow." While processed Thai natural rubber in the group of latex pillows or mattresses will be white. It is considered an attack on the image of Thai products and the nation's image. Even the European zone focuses on the use of synthetic rubber rather than natural rubber because of the lower cost. We have found references that natural rubber can develop latex allergy. Therefore, latex products that come from latex, such as housewife gloves, are currently made from synthetic rubber. But there are still products such as condoms and medical gloves that have not replaced the innovative technology of synthetic rubber. Therefore, the government must take this seriously because it is directly related to the image of the nation. In the past, the private sector has adjusted and created the understanding of each consumer. If the public sector has public relations and academic references as well as cooperation and integration with various sectors, it will build consumer confidence further.

Meanwhile, Mr. Supadej Ongsakul, Associate General Secretary, Thai Rubber Association explained in the following section.

When Thai rubber products are known to consumers or users of rubber, it can be utilized for various purposes. However, rubber products are produced from synthetic rubber to replace natural rubber. More importantly, synthetic rubber companies are the world's top chemical companies and may make natural rubber out of competition. Therefore, if Thailand is a producing country, the primary rubber processor can upgrade to a rubber product producer that uses natural rubber from Thailand. It will gain the trust and satisfaction of the product users because the raw materials from Thailand are already of good quality and it is value-added to the rubber products as well.

Those with the role for making the decision to purchase Thai rubber have opinions Thailand has a high level of quality rubber products. The development of rubber products will attract consumers with confidence in the quality of rubber products

as well. As Mr. Niyom Wiwatsiripong, Owner, Triple and Forwarding Co., Ltd. explained as follows:

The outstanding quality of Thai product is RSS. It is usually the best production of rubber tires to use RSS as raw material. But nowadays, it is also blended with STR 20. The user adjusts the formula by mixing other types of rubber as well to get more RSS order quantity. However, Thailand's RSS is still high quality. Especially those produced in the South of Thailand, farmers and Rubber Farmer Institutes should pay attention to consistent and standardized quality, it will increase sales of such rubber.

Component 4: Brand loyalty

The findings revealed that government policy emphasizes and recognizes brand awareness and branding to be well-known and accepted. Consumers can purchase rubber products independently. But there is still no policy to delve into the importance of building brand loyalty to lead customers back to repurchase. Therefore, in this role, each company, whether it is the Rubber Farmer Institutes or any private rubber entrepreneurs, has to build brand loyalty for themselves. As Ms. Malisa Chantakanont, Assistant Manager Ban Khao Sok Rubber Fund Cooperative Co., Ltd. explained in the following section.

The operation in the agricultural cooperative model will have a committee and a clear policy that the product can be used over the long term and will be referred and repurchase. Therefore, it must maintain the quality standard. At least if a foreigner or a rubber user buys from us, it won't damage Khao Sok's reputation and won't be disappointed.

Private rubber entrepreneurs realize that building a good relationship with international consumers in order to build trust and honesty in doing business can enhance customer loyalty to the company.

As Mr. Decha Mesuan, Vice President, Special Affairs, Thai Latex Concentrate Association said that the company attaches great importance to good relationships with customers. Especially, when the customer has a problem, the company can provide consulting solutions in the field of Rubber Technology.

We have technicians to strengthen brand awareness and understand customers directly. If the customer purchases an unusable item, the main point is that the customer has to return the product or negotiate the price. Therefore, to create a good feeling, the company aims that technical solutions for the production process, which we have to learn in the customer's business as well, will reduce costs for each other. It's a Know-How exchange with each other. The company pays attention to technicians as much as the importance of marketing. For some customers, executives have to act and communicate directly with them to build their confidence in the quality. And most importantly, honesty with customers because rubber prices can change all the time.

Those with the role for making the decision to purchase Thai rubber has opinions that building loyalty with Thai rubber products must focus on good relationships with customers. Customers will return to use the service themselves because customers' purchasing decisions depend on the price. Therefore, using a broker because customers trust in finding products and finding prices of products that customers are satisfied with without having to spend time exploring the product in the market by themselves.

As Mr. Niyom Wiwatsiripong, Owner, Triple and Forwarding Co., Ltd. said that Usually, few rubber companies in Thailand do this. If a customer might buy a product with another company, but that customer has to repurchase the same company's product because it all depends on the price of the product and the relationship plays a big part too. In terms of coordinating with the client itself, it is likely if that manufacturer is competent, such as language skills, trading, experience. But in practice, most of them will not do this and the buyer will not be satisfied as well.

Component 5: Other proprietary brand equity

The finding revealed that Thailand should pay more attention to the standard of products and rubber products. To create a difference and confidence among consumers and rubber users from different countries around the world. For brand equity in the production process, various certifications, both The Rubber Farmer Institutes and

private rubber entrepreneurs, will follow the procedures strictly. This point is accepted in the production process from both groups of manufacturers. But from the viewpoint of the government as a person who sets and drives those standards, the rubber products of Thailand should set the same standard. As for rubber products, it should create a specific brand for that particular product. As Dr. Titus Suksaard, Governor, Rubber Authority of Thailand explained in the following section.

If Thailand will create a brand of Thai rubber, especially, a brand with raw materials which are processed rubber such as TSR, RSS. It must emphasize and integrate cooperation from all parts in establishing the standardization of the product to be the same standard among manufacturers. Rubber products need to be standardized according to their characteristics as well. But it is necessary to create a brand with a unique symbol so that consumers can recognize the product. It will be a product that can be sold internationally.

Therefore, the research results of in-depth interviews with stakeholders as a group of Thai rubber producers exporting to foreign markets for value-added in the Thai rubber brand, which has 5 components, can be summarized in Table 4.1 as follows:

Table 4.1 Summarizes the Key Findings of In-depth Interviews with Stakeholders, Group of Thai Rubber Producers Exporting to Global Markets

Component	Output
Brand awareness	Thailand has to create a brand of Thai rubber in the global market to provide Thai rubber products as a commodity product is different from other countries. Consumers can know and recognize the Thai rubber brand as a high-quality product. Therefore, raising awareness of raw materials brand should create perception and recognition for consumers of the best quality of Thai products and are of the same standard in all countries. We have to use “Made in Thailand” to indicate the origin of the product from Thailand. For rubber products, the strengths of

Table 4.1 (Continued)

Component	Output
	quality in raw materials help build the brand of rubber products to be known and remembered by consumers in the global market.
Brand perceived quality	As the rubber-producing country of Thailand, the performance of Thai rubber products has different qualifications from other countries in terms of product quality and consistency in quality because there is quality control and product standards under government supervision. However, Thailand needs to accelerate the awareness and understanding of the quality of rubber products and promote their processing in order to add value to products to consumers in various countries.
Brand associations	For linking product brands to add value to Thai rubber in the global market, Rubber Authority of Thailand will play an important role because it is the main organization in the management of the entire rubber system of the country. Therefore, corporate image is essential to various businesses that connect the Thai rubber brand to the brand value of the consumer. It will also affect the image of the nation. The quality of the Thai rubber product brand is already of good quality. It will reflect the image of the product that has been sourced from Thailand. It is important to add value to the Thai rubber brand by building a relationship with the corporate image by promoting mainly through the government sector and using personal media with good experience from the use of Thai rubber products to build confidence in the use of other consumers.

Table 4.1 (Continued)

Component	Output
Brand loyalty	<p>Brand loyalty helps consumers to gain trust, feel good and to repurchase Thai rubber products by focusing on four key points:</p> <ol style="list-style-type: none"> 1. After-sales service: To provide consultation and solve problems in the production process of consumers. Executives act as direct communicators to consumers. 2. Maintaining good relationship with consumers: To enable consumers to develop regular purchasing behavior. 3. Price: A variable to satisfy customers and create brand loyalty. 4. Seller's communication skills: Both language and experience influence the repurchase decision behavior of consumers
Other proprietary brand equity	<p>Thai rubber should focus on the standard of rubber products to create differentiation and confidence among consumers, using rubber from various countries around the world by using integrated cooperation from all sectors to create and develop the standard of Thai rubber products to meet the same standard in the manufacturer group. In terms of rubber products, it is also necessary to set standards according to their characteristics.</p>

4.1.3 The results of in-depth interviews with stakeholders as the foreign consumers of rubber are presented in the following section.

In the view of Thai rubber consumers living abroad, when it comes to rubber, consumers will have brand awareness of rubber products, brand awareness, brand association, brand loyalty, and other proprietary brand equity which are a key element in the consumer's perspective on marketing necessity by

Component 1: Brand awareness:

The findings revealed that consumers can perceive, recognize and remember Thailand as the world's number one producer and exporter of rubber products. Thailand's natural rubber is of better quality but the price is higher compared to products from other countries. However, rubber products, especially consumer products, still don't have a complete and attractive appearance. If a rubber product is driven as an export product, it must improve the quality. More importantly, human resources, whether they are public or private employees, will be an important communication tool that will help build awareness and product awareness so that it is very easy to do business between Thailand and abroad. Even more New consumers realize that Thailand should speed up communication and public relations for Thai rubber products so that consumers can recognize and recognize the Thai rubber brand. As Mr. Abdelnaser lhalwagy, Executive Manager, Helsinco Middle East LLC, Dohar Qatar explained in the following section.

Thailand is the world's largest rubber producer and has a wide variety of rubber products. But the marketing needs must be taken into account because if consumers are not aware of the needs, they can not sell rubber products. The company is pleased to purchase natural rubber products for distribution to customers in other subsidiary countries such as Qatar, Egypt and Finland. Personally, I think that Thai rubber products will have a good market in the future. If Thailand, as a manufacturer, still maintains good quality and guidelines for marketing communications and marketing channels.

Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est. Jeddah, Saudi Arabia explained in the following section.

Thailand's natural rubber is a good quality product. But when compared with the prices of other producing countries, the prices of Thailand's products are very high. When the product quality is high but the price is also very high, it cannot compete in the international market. Thailand is essential to develop and provide opportunities for marketers to publicize all over the world to recognize Thai rubber products. It will not be the only businessmen, because the most important thing is that marketers can convince consumers to know and make

decisions that will continue to accept the quality and price of rubber products from Thailand.

At the same time, Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Ltd, Moulvibazar in Bangladesh and the executive of Hemingway Groups in UK explained as follows:

Thai rubber products are considered interesting products. The quality of rubber is standardized for general consumer rubber products. It still doesn't have complete and attractive characteristics yet. If exporting rubber products, it is quite poor quality for being exported. The most interesting product is the customized rubber wheels from Thailand. If there are staff who can explain or understand what the customer is looking for, it will be much easier to create brand perceived equity and brand awareness for collaborating together.

Mr. Liang Bing, CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China said that China and Thailand have long been trading partners in rubber. The number one consumer of rubber in the world is China, while Thailand is also known as the number one rubber producer in the world.”

Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., China explained as follows:

Nowadays, natural rubber, whether it is a form of raw material or rubber products, is mostly imported from Thailand. Although China can produce some of its own raw materials or products. But it is still not enough to meet the demand for industrial tires in China. As for the manufacturing process, we found that the difference between Thai rubber products and other brands' products compared to those made in China or imported from abroad. What we found was that Thailand's natural rubber was of better quality compared to products or products from other countries.

Component 2: Brand perceived quality:

The results of the research revealed that rubber products of Thailand are of high quality, from upstream production to processing into various types of rubber products or products. Instead, they must find ways to communicate and connect and relate to the international market under a reasonable and reasonable price strategy. They have to maintain a strong market reputation for quality natural rubber products. Because in the past, Thailand has many well-known companies that are able to produce and export quality raw materials until they are trusted and accepted to some extent with overseas customers.

As Mr. Abdelnaser lhalwagy, Executive Manager, Helsinco Middle East LLC, Dohar in Qatar explained as follows:

Thailand's natural rubber is one of the most famous and quality products in the world and can be processed into a wide range of quality products. The international market is popular with health products as consumers pay more attention to health. If Thailand is to compete with other rubber-producing countries, it must maintain its reputation for quality raw materials. Customers or consumers will continue to buy rubber products with companies, organizations or Thailand because of the quality of the rubber products, the sincerity and the seriousness of the joint business management between Thailand and the rubber buyer country. However, the unique characteristics of Thai rubber products as raw materials are famous for their high quality. Therefore, consumers are interested in the rubber products of Thailand expect and believe that they will be of the same quality. Rubber products should also be well packaged.

At the same time, Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est. Jeddah, Saudi Arabia explained as follows:

Although I have never used rubber products from Thailand, I have heard and received information from businessmen in Saudi Arabia who have used rubber products made in Thailand which are of very good quality but the prices are very high as well as compared to tire products from Taiwan. Saudi Arabia is a country that realizes and values very high-quality matters. However, the price

must be fair as well. It's like buying any common commodity under a reasonable price strategy. Both manufacturers and consumers have to consider reducing the cost of the product before selling to the consumer.

Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Ltd, Moulvibazar in Bangladesh and the executive of Hemingway Groups in UK said that Thai rubber products are very good. I appreciate the production process and innovative corporate transformation to meet customer needs”

Mr. Liang Bing, CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China said that The company purchases compound rubber from well-known companies from Thailand including Friendship, Shidong, Hongmanli, Guangken and Taihua (Thai Hua) from Thailand. Tire manufacturers know that they are raw materials purchased from Thailand and are these companies. They will believe in the quality of the product.

Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., China explained as follows:

Customers in China mainly buy rubber products from Thailand. Especially the tire industry at premium grade because the tires from Thailand are more quality compared to other countries. If it's a well-known and popular brand that customers have heard of and have previously ordered, it makes it even easier to market and consume. If it is a new brand from Thailand, it will have to be established to recognize the new brand for a while before penetrating the market in China.

Component 3: Brand associations:

The findings revealed that the image of Thai rubber products is linked to the product itself that maintains the quality of the product itself. Even if new customers have never purchased the product, they have tried the product and have been recognized for the reputation of the quality of rubber products in Thailand. Thai rubber products will be recognized and have an image for quality as well. At the same time, existing

customers such as customers from China will have confidence in the quality of raw materials imported from Thailand because the image of products or services of rubber from Thailand is good and accepted. But the product must be from a well-known company and the customer has used the service. If it is a new, unknown brand, they have to build customer confidence by taking advantage of the price factor as a factor that can be compared to their competitors. However, if Rubber Authority of Thailand, as a Thai government agency, is known to consumers, it will not take long to build confidence in business cooperation with customers.

Mr. Abdelnaser Ihalwagy, Executive Manager, Helsinco Middle East LLC, Dohar in Qatar explained as follows:

Factors that will make consumers decide or support the purchase of rubber products in Thailand could be promoted and communicated at the same time about rubber products in the international market.

Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est. Jeddah, Saudi Arabia explained as follows:

In addition to the issue of price, which is an important issue for Thai rubber products. In order to create a good image of the product, it is also very important to present the product by the seller, because the seller or the product presenter. It will be the key people who attract purchasing decisions and loyalty from the customers. It has an effect on commodity trading as well.

Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Ltd, Moulvibazar in Bangladesh and the executive of Hemingway Groups in UK explained as follows:

As far as I can see, what made me decide to buy Thai rubber products because the price of the product was acceptable. If there is a promotion, it will also be an opportunity to motivate me as it is a special offer for new customers. Followed by the preferred products of the rubber industry, including health products made from natural rubber such as pillows, mattresses, and rubber gloves. Therefore, both types of products differ in type, price and market audience. It depends on the quality and production quantity that the

manufacturing country can produce according to the requirements of the orders placed.

Mr. Liang Bing CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China said that Rubber products from Thailand are of good quality. It is different from other brands, both in Indonesia and Vietnam because the products can be processed into good quality products. Therefore, we prefer to order products from Thailand. In Thailand, there are many companies that are famous and trustworthy. We are comfortable doing business with these companies because their products have a good reputation and quality.

Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., China explained as follows:

Thai rubber brands among Chinese customers have confidence in the quality of rubber that is already good. But if it is a new brand and not an original brand from the company that the customer previously ordered, they can open up the market because the overall image of Thai products is of quality. But it might take time to promote and build new brand recognition. However, price differences must be created because new brands have to be cheaper in order to compete with existing products. Customers will be able to trial orders for further production. Especially, if Rubber Authority of Thailand will create a brand by themselves, it may be another company in the future of Thailand that is famous and quality because customers know Rubber Authority of Thailand but have never used the product or services for doing business together.

Component 4: Brand loyalty:

The findings revealed that branding for Thai rubber products. In view of consumers in new markets in Qatar and Saudi Arabia as well as Bangladesh and UK, the quality of rubber products has to be consistent as important and sincere in doing business and takes responsibility for the product and quality, logistics, payment and speed of operation. These factors will definitely influence the decision to use the Thai rubber brand again. On the other hand, the traditional China market places importance

on the confidence and acceptance of the quality of products and services from Thailand as well. Except it is a brand-new product from Thailand. Although the products from Thailand are acceptable and believe in quality, price incentives must be created in order to open the market for consumers to have the opportunity to try it as well.

Mr. Abdelnaser Ihalwagy, Executive Manager, Helsinco Middle East LLC, Dohar in Qatar explained as follows:

An essential property to buy regular rubber products to become a regular customer. The manufacturing country must recognize and value the quality of the rubber product to ensure that the product is confident. For other services to make purchasing decisions include sincerity in doing business and seriousness in product and quality responsibility, shipping, payment, and speed.

Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est. Jeddah, Saudi Arabia explained as follows:

Product loyalty depends on consistency in the quality of the product and the price must also be reasonable.

Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Ltd, Moulvibazar in Bangladesh and the executive of Hemingway Groups in UK explained as follows:

The repurchasing investment will only be conducted with a prior understanding of each product and a study of consumer behavior in European and international markets.

Mr. Liang Bing CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China said that China is a major importer of rubber raw materials. There are production bases that many companies invest in overseas, whether they are in Thailand, Laos, Vietnam, or even in China. There are many options for ordering raw materials. To attract repurchase from customers, the company has to provide a good experience with good quality products and services. As for price, it is a cost that can be negotiated because rubber is a long-term commodity.

Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., China explained as follows:

New brands will be able to open up markets to customers in China. Manufacturers will have to provide a cheaper price. But the quality of the product has to be good as well. It is different from brands that customers have used products or services in the past. But the advantage of the new brands from Thailand, when compared to other competing countries abroad, is the reputation of the quality of the products of Thailand that the customers are highly accepted and satisfied.

Component 5: Other proprietary brand equity:

The findings revealed that Consumers are aware of and attach great importance to the quality of the products and the standards in quality regularly. Both Mr. Abdelnaser Ihalwagy, Executive Manager, Helsinco Middle East LLC, Dohar in Qatar and Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est. Jeddah, Saudi Arabia had the same direction. At the same time, trademarks are important for consumers to gain confidence and make purchasing decisions according to the speech of Mr. Liang Bing CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China and Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., China.

Therefore, the research results of in-depth interviews with stakeholders as a Consumer of Thai Rubbers abroad, which has 5 components, can be summarized in Table 4.2 as follows:

Table 4.2 Summarizes the Key Findings of In-depth Interviews with Stakeholders as a Consumer of Thai Rubbers abroad

Component	Output
Brand awareness	<p data-bbox="671 488 975 521"><u>Rubber products issues</u></p> <ol data-bbox="671 544 1385 1131" style="list-style-type: none"> <li data-bbox="671 544 1385 801">1. Consumers recognize, recognize, and recognize that Thailand is the world's number one producer and exporter of natural rubber products. Thai rubber products are of better quality but the price is higher compared to other countries. <li data-bbox="671 824 1385 1131">2. Consumers perceive that Thailand has a wide variety of rubber products and that they are interested in rubber products from Thailand. However, the quality and appearance of rubber products still need to be improved in quality and attractiveness if they are pushing rubber products into overseas exports. <p data-bbox="671 1153 970 1187"><u>Communication issues</u></p> <ol data-bbox="671 1209 1385 1624" style="list-style-type: none"> <li data-bbox="671 1209 1385 1467">1. Human resources, whether they are public or private employees, will be an important communication tool that will help build awareness and product awareness in order to easily do business between Thailand and abroad. <li data-bbox="671 1489 1385 1624">2. Development and opportunity for marketers to convince and publicize consumers around the world to know and decide to buy rubber products of Thailand.
Brand perceived quality	<p data-bbox="671 1646 975 1680"><u>Rubber products issues</u></p> <ol data-bbox="671 1702 1385 1953" style="list-style-type: none"> <li data-bbox="671 1702 1385 1953">1. Rubber products of Thailand are the most famous and quality products in the world and can be processed into various types of quality products. Specifically, rubber industry consumers have confidence in the quality of rubber products.

Table 4.2 (Continued)

Component	Output
	<p>2. Natural rubber products are popular in the international market.</p> <p><u>Communication issues</u></p> <p>1. Foreign consumers will know and get information on the quality of Thai rubber from users of rubber products made in Thailand. Middle Eastern countries give a very high priority to quality.</p> <p>2. Thailand must have a method of communication and be linked and related to the international market under the same reasonable price strategy and maintain a reputation in the market for rubber products.</p> <p>3. Rubber products should have good packaging.</p>
Brand associations	<p><u>Rubber products issues</u></p> <p>1. Unique characteristics of Thai rubber products as raw materials are famous for their high quality. Therefore, as consumers are interested in Thailand's rubber products, they expect and believe that they will be of the same quality.</p> <p>2. Price is an important purchasing decision for rubber products in Thailand or even other producing countries.</p> <p><u>Communication issues</u></p> <p>1. The factor that will allow consumers to make decisions or support the purchase of rubber products in Thailand is to promote and communicate rubber products in the international market as well.</p> <p>2. Rubber products should be organized with promotions in the order to increase opportunities and stimulate purchasing decisions.</p>

Table 4.2 (Continued)

Component	Output
Brand loyalty	<p data-bbox="675 461 1386 658">3. Salesperson or product presentation has an effect on creating a good image with the product, affecting purchasing decisions, which affects the purchase of goods or products as well.</p> <p data-bbox="675 680 975 712"><u>Rubber products issues</u></p> <p data-bbox="675 734 1386 1151">1. New Market from a country that has never bought a commodity from Thailand realized that the quality of a rubber product has to be consistent as important, it will build confidence in that product. Other services, such as sincerity in doing business and seriousness in product and quality responsibility, logistics, payment, and speed of operation will affect the decision to use the Thai rubber brand again.</p> <p data-bbox="675 1173 1386 1644">2. Original Market is a market from countries that buy rubber products from Thailand or is the main trading partner of Thailand with great emphasis on confidence and acceptance of the quality of products and services. Except it is a brand-new product from Thailand. Although the raw material rubber products from Thailand are acceptable and believe in quality, price incentives must also be created in order to open the market for consumers to try as well.</p> <p data-bbox="675 1666 967 1697"><u>Communication issues</u></p> <p data-bbox="675 1720 1386 1919">Thailand must provide consumers with an understanding of each rubber product and study consumer behavior in European and other international markets.</p>

Table 4.2 (Continued)

Component	Output
Other proprietary brand equity	<p><u>Rubber products issues</u></p> <p>Consistency of the quality and standard of rubber products will create a competitive advantage for consumers.</p> <p><u>Communication issues</u></p> <p>Trademarks are important for consumers to have confidence and accept the purchasing decision.</p>

4.2 Strategy for Communicating Thai Rubber Brands to the Global Market and Thai Rubber Approaches for Being Business Ambassadors

4.2.1 The analysis of the National Strategy B.E. 2561-2580, Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), Ministry of Agriculture and Cooperatives was found that the government sector has a policy of market development, communication, and distribution channels for rubber products, both domestically and internationally, to add value to rubber products. There are two development approaches as follows:

4.2.1.1 Urgent development approach

1) To promote and support manufacturers of rubber products to have the opportunity to open their products abroad through various activities such as participation in trade fairs, roadshow activities, and business matching activities. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61)

2) To organize the Thailand Rubber Expo annually (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

3) To organize roadshow activities in the target country in order to offer benefits/incentives and invite investors to invest in rubber products manufacturing business in Thailand (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72)

4) To issue financial and fiscal measures to provide incentives to the private sector to produce products instead of imported from abroad, as well as to urge the government to issue financial measures to incentivize entrepreneurs to increase exports of rubber products (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p 61)

5) To promote the establishment of rubber products distribution centers in major tourist areas. (Focus on products in the category of latex pillows/mattresses) along with the development of shipping systems to countries around the world (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p 61).

6) To encourage government agencies to use rubber products produced from domestic factories (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p 61).

7) To reward rubber farmers and the Rubber Farmer Institutes for the ability to increase the value of rubber/rubberwood products on target as an incentive for change and to reduce their dependence on long-term government subsidies (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 42)

8) To provide incentives for domestic entrepreneurs who are able to process natural rubber into rubber products and export according to their goals in order to incentivize this change (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72)

9) To encourage the government to issue tax measures to incentivize the private sector to invest in research and development (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 52).

10) To promote and support the formulation of research questions based on real problems/needs of the private business sector and to create incentives for the use of research results for commercial use and extension (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 53)

11) To survey data on demand for rubber products of government and private sectors to be useful as information in planning to promote the production of rubber products for Rubber Farmer Institutes (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61)

12) To study, analyze and research to seek trends and opportunities to expand the export market of rubber products to new potential markets (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

13) To accelerate the development of Rubber City and related infrastructure to be ready to support foreign direct investment (FDI) (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 70).

14) To revise and enforce the laws related to rubber including reviewing and revise the laws related to rubber to facilitate the development of the entire rubber industry system Especially the revision of the Rubber Act and the Rubber Control Act to be in line with the current situation along with measures to promote foreign direct investment (FDI) in the rubber industry by adding various incentives to incentivize foreign investors to invest in Thailand more including increasing efficiency in enforcing laws related to rubber. Especially in the prevention and suppression of forest encroachment for rubber plantations, smuggling rubber exports without paying export fees (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 70).

15) To promote the establishment of a startup business in terms of technology/innovation in the production of rubber products (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72).

16) To improve/develop trade facilities to attract foreign investors, produce more rubber products in Thailand (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72).

17) To focus on proactive marketing, trading in advance, retaining existing customers and finding new customers in order to make the effective formulation of the production and inventory management plan of Rubber Authority of Thailand as a business strategy from existing equity (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 80)

18) To build and develop infrastructure for the rubber market of Rubber Authority of Thailand to build confidence in the rubber trading market and to increase the number of buyers, sellers and the volume/turnover in the rubber market and to develop electronic operations (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 81)

19) To cooperate with international organizations to stabilize rubber prices in supply management to be in line with global rubber demand (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 81).

20) To promote the rubber industry, rubber products and rubberwood for domestic consumption and export abroad, as well as provide marketing channels to support primarily processed rubber or standardized products (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 82)

21) To focus on the development and production of research that can add value and meet the needs of the upstream, midstream and downstream stakeholders in order to compete in the global market by collaborating on resources between the public and private sectors that there are operating activities that support each other including integration with related agencies in rubber including rubber farmers, Rubber Farmer Institutes and rubber business operators to transfer research into practice to develop research to make Thailand the center of rubber products industry (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 83)

22) To promote Good Corporate Governance and Corporate Social Responsibility as a guideline for enhancing organizational management efficiency (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 84).

23) To improve service processes, handling complaints from clients and stakeholders to be convenient, fast, transparent, verifiable as well as developing communication channels, building relations, disclosing information transparently and efficiently to the public (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 84).

24) To promote and support rubber farmers to apply for a certificate of sustainable forest management standard (FSC / PEFC / TIS 14061) (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 42). Rubber Authority of Thailand manages the production area and the quantity of rubber production to manage the Agri-map as well as promote rubber farmers to apply for The

Forest Stewardship Council (FSC) or Program for the Endorsement of Forest Certification (PEFC)) (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 81).

4.2.1.2 General development approach

1) To support low-interest funds in machinery modifications to increase productivity and reduce production costs in the rubber/rubberwood processing industry (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 - 2579), p. 42).

2) To promote and support entrepreneurs and the Rubber Farmer Institutes to improve/develop rubber product quality to meet industrial product standards (TIS) and international standards (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 - 2579), p. 43)

3) To research and develop new rubber products with a focus on products that use natural rubber in large quantities and/or products with high value (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 - 2579), p. 52).

4) To promote the procurement of Know-How, technology, and innovation about rubber/rubberwood from abroad (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 - 2579), p. 52).

5) To support funds for foreign work observation, exchange, and research for scholars/researchers who research related to rubber (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 - 2579), p. 52)

6) To support an international rubber academic seminar in Thailand annually (Thailand 20-Year Natural Rubber Strategic Plan (BE2560 - 2579), p. 52) to disseminate academic results on rubber/rubber trees and raise research topics. (Master plan of Rubber Authority of Thailand B.E. 2560 – 2564 (4th amendment B.E. 2562 – 2564), p. 83)

7) To support international trade negotiations on trade barriers related to rubber and rubber products (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 54).

8) To seek and cooperate in rubber research and development with international organizations related to rubber and rubber research institutes of different countries (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 54).

9) To promote the Rubber Farmer Institutes products that meet GMP standards to sell in the regional rubber market (ITRC Regional Rubber Market: RRM) (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 60).

10) To organize a business matching activity between a rubber product manufacturer and a buyer in Thailand (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 61).

11) To create a quality certification label for rubber products using the same guidelines as the electricity-saving of the Electricity Generating Authority of Thailand (EGAT) (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 61)

12) To create a brand of rubber products under the name Rubber Product of Thailand and promote the image in the target countries (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 62).

13) To establish a rubber products exhibition and distribution center in the target country (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 62)

14) To establish a rubber trading promotion office in the target country (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 62).

15) To study and develop the Logistics & Supply Chain system for the rubber industry to connect the rubber industry with various supporting parts and markets both in the country and abroad (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 71).

16) To establish a one-stop service center for rubber and rubber products (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 71). Rubber Authority of Thailand has guidelines for improving the management information system. Providing unified, accurate and modern rubber-related services and information to establish a comprehensive rubber information service center (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560 – 2579), p. 84).

17) To establish a rubber research and development institute with adequate support for tools, budget and personnel such as Rubber Research Institute, Medical Rubber Research Institute, Engineering Rubber Research Institute, Nanocomposite Rubber Research Institute, Environmental Friendly Rubber Research

Institute, Rubber Wood Products Research and Development Institute and Design Center, Rubber Wood Products including the establishment of a specialized educational institution in rubber in Thailand and a Business Incubation Center or Rubber Intelligence Center (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 71-72).

18) To improve and develop rubber logistics and upgrade rail/marine transportation system to be ready to be a port for exporting rubber and rubber products of Thailand (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 71).

4.2.2 The results of in-depth interviews with stakeholders as a group of Thai rubber producers exporting to overseas markets on brand communication strategy were found that

Government agencies by Rubber Authority of Thailand realizes that the marketing publication will motivate both buyers and sellers significantly. It is a strategy that should be applied to the current situation of rubber in Thailand as well as good cooperation among international tire manufacturers in order to plan products together as well as to create an attitude for personnel both in terms of Rubber Authority of Thailand and stakeholders in the production of rubber in Thailand. As Dr. Titus Suksaard, Governor, Rubber Authority of Thailand said that

The marketing strategy that focuses on stimulating the trading process of rubber products, by Thailand as a manufacturing country, must know what to produce and sell and must be clear in managing the rubber throughout the supply chain from determining the appropriate planting area. In the past, Thailand has faced a lot of rubber plantation areas. As a result, the latex output is much higher than the current market demand or the use of satellite technology to determine the planting area. To manage the planting area that is appropriate to meet the demand for rubber each year. However, Demand & Supply management mechanisms should take an international collaboration approach. Currently, there is a cooperation between the world's three major producing countries, namely Thailand, Indonesia, and Malaysia under the name International Tripartite Rubber Council: ITRC to consider how much each country has

exported rubber in the global market each year. However, such cooperation in the past has not been stable and depends on the cooperation of the three countries. If there is an agreement but we don't do it together, it's out of control. Finally, developing the market must generate both local thinkers, researchers and processors in order to further expand rubber products. However, the approach to supporting thinkers should have a budget to encourage people in these areas to apply the idea to more use of rubber. In addition, for the creation of new markets, Rubber Authority of Thailand is funded by the export fee collection to develop the rubber industry as a whole For managing a business, a business should be created and find new markets from both local and international markets as well as creating an attitude with employees to become familiar with the business When Rubber Authority of Thailand has enough knowledgeable and strong personnel, it will be able to conduct comprehensive marketing from upstream to downstream and be able to produce media, produce quality products with certification from the beginning to the end. The crucial success factor is the development of human resources for great change in advance.

Moreover, for brand ambassador marketing in perspective of Rubber Authority of Thailand. Dr. Titus Suksaard, Governor, Rubber Authority of Thailand said that Thailand must adapt to Modernization. Government mechanisms alone may not be able to compete with the global market because Thailand has to compete with other countries. Each producing country has made it clear on the world stage that they have rubber in their hands. Therefore, the mechanism in the market must be fast. Rubber Authority of Thailand should have overseas offices and have Mr. Rubber in each area to be responsible for each region such as Europe, Asia, and China. to analyze the rubber situation, study the consumer behavior analysis and report it as information for planning and coping with in the future.

Rubber Farmer Institutes has considered this topic that the government or government agencies must promote rubber products to foreign markets by using tools and communication channels from government agencies.

As Mr. Jaruwut Onkaew, Marketing Consultant, Trang Rubber Fund Co-operative Federation Co., Ltd. said that we should expedite public relations through the website of Rubber Authority of Thailand including brochures, videos and public relations from relevant agencies. It can communicate brands of rubber products to consumers. The key is to invite customers to visit the manufacturing plant. If regular customers have problems using products or services and cause dissatisfaction from consumers, Rubber Farmer Institutes will show sincerity and responsibility appropriately in each situation. If a communication mechanism is used to create a brand ambassador for a Thai rubber product, it will benefit the image of that brand further.

Private rubber entrepreneurs realize that for communication strategies to build a brand of Thai rubber in the global market, the government should communicate and promote through all media channels by analyzing the target audience of each type of media to ensure content is consistent with consumer needs.

Mr. Decha Mesuan, Vice President, Special Affairs, Thai Latex Concentrate Association said that Rubber Authority of Thailand must be the center of all communication channels including marketing communication. More importantly, it has to create a brand and promote the Thai rubber brand on the issue of rubber quality. How about the best quality of Thai rubber latex through various media? By analyzing the target groups of each type of media consumption as well. The public sector must be the main host as it is a reliable agency. It is imperative to integrate many areas of communication with international consumers. In the event that the product has a problem, establishing a good relationship with international consumers deeply in order to gain trust. Integrated business can lead to loyalty from customers to the company. However, the company has to pay close attention and attend the Rubber Expo and Trade Show on a regular basis to get to know customers rather than offering to sell products. However, the uniqueness of Thai rubber products is that they can produce Made to Order products. It will meet the needs of the customers as well.

At the same time, Mr. Supadej Ongsakul, Associate General Secretary, Thai Rubber Association said that

It is a good idea to participate in foreign forums, or organize our own forum and invite foreigners to join. It will be a good communication because all over the world have already used Thai rubber. International forums such as the China Rubber Conference or the World Rubber Summit or the Global Rubber Conference are platforms for the global private sector to exchange innovation. These are the platforms that will be attended by Chinese tire users from all over the world. In particular, the country of manufacture or the company that produces latex or synthetic rubber, which has a strategy to send a company representative to present the company's products and good properties I would like Thailand to use an international forum to present research papers for presentations. The positive properties of natural rubber and more reflect the benefits and advantages of using natural rubber. It will make the product more durable and more flexible. In the past, 100% natural rubber was used in the manufacture of tires. But with the availability of synthetic rubber, synthetic rubber was started to replace natural rubber. One downside is price volatility. Nowadays, users have started to have some knowledge and understanding. Another important thing is that natural rubber cannot be sold over a long period of time. Therefore, Rubber Authority of Thailand is working on more measures and methods to improve long-term sales ability.

For our overseas marketing communications activities regarding customer interactions, we have a long-established background because we are the number one manufacturer in the world. We have never had a sales problem. But the only problem we have is the problem farmers complain about unfair prices. Many times, the price of rubber has fluctuated. Thai farmers do not know that there are more competitors. We need to have good communication and communicate with Thai manufacturers that we now have more competition from other countries. Another thing is that the government has to take care of compensation so that farmers can stay longer. We need to build and develop a stronger farmer group/ Rubber Farmers Institute. In addition, it is a good idea to create a TICOM market to manage marketing efforts. It is similar to the

international market. We can communicate through this marketplace. Consumers can check information and learn more about the current market. A good way of communicating with foreign countries is that we need to build a strong market as many foreign markets.

In addition, Rubber Authority of Thailand has to act as representatives of rubber farmers and establish businesses to open markets for farmers and foreign customers to know that both domestic and international prices are the same, fair and encourage exporters to market abroad more. It is an empowerment to compete on a global scale. However, the promotion of rubber products must improve the quality of the product. Especially products produced from the Rubber Farmer Institutes or farmer groups of Rubber Authority of Thailand. Including good quality control. It can communicate and create a good image of the country, for example, in the past, Thailand had good quality RSS, but not very good. After the central market for rubber has taken over the RSS quality control, it can be improved to provide better prices, better quality, and greater demand among users.

I agree with the brand ambassador strategy. But it should be a scientist and a researcher because it requires people with knowledge in this field. Rubber is a very specialized matter and needs to be discussed in depth. Usually, the customer or user will have someone with technical knowledge such as chemist, factory researcher to share knowledge with us. If we don't have enough knowledge and discuss with them, it probably won't help. But if we have researchers who can present and convince more natural rubber to use, it will also increase the amount of natural rubber. It will benefit Thailand.

Those with the role for making the decision to purchase Thai rubber realize that the broker must have a certain level of intimate relationship with its clients to search for products and quantities as required by the customer. Therefore, communicating with the customer should be via e-mail or a meeting to discuss requirements. If the customer is satisfied with the price, the product will be shipped which is generally the pre-sale method.

As Mr. Niyom Wiwatsiripong, Owner, Triple and Forwarding Co., Ltd. said that

The communication should be made via email prior to an appointment to send samples for testing. For the most part, a trade will be a futures quote based on the Japanese futures market and the Singapore futures market. to determine the price. More importantly, the broker will be closer to the buyer. Therefore, a customer relationship management strategy is essential because consumers will trust the broker. The owner will have a good relationship with the broker by setting the price from the consumer and allowing the broker to negotiate in the future. If consumers and sellers have the same price, the purchase can be completed. More importantly, the product sales presentation must have a sample for every customer to test the quality and characteristics of the product.

In fact, Thai rubber is good. Nowadays, customers are popular by advertising STR 20 rubber to be needed in demand. Therefore, if we go to promote or advertise more, it would be a good factor, especially for RSS rubber products because they are different from other countries. It creates a more competitive advantage. In view of the Road Show or Trade Show strategy, it would be worthwhile to sell a large number of products because the theme of the event and the product characteristics differ from each other. We will focus on showing the work, not showing the introduction of raw materials because it is not a product that we sell OTOP products. A booth for upstream processing materials is not suitable for such activities. It is more likely to be a rubber product.

Therefore, research findings from in-depth interviews with stakeholders as Thai rubber producers exporting to foreign markets on strategies for communicating Thai rubber brands to the global market and business ambassadors' approach can be summarized as in Table 4.3.

Table 4.3 Summarizes the Key Results of the Interview with Stakeholders as a Group of Thai Rubber Producers Exporting to Global Markets on Strategies for Communicating Thai Rubber Brands to the Global Market and Business Ambassadors' Approach

Brand Communication Strategy	Output
Integrated Communication Strategy	<ul style="list-style-type: none"> - Rubber Authority of Thailand must be the center and the main host for all communication channels because it is a reliable agency and able to integrate many communications with overseas consumers. And more importantly, it is necessary to build a brand and promote the Thai rubber brand on the issue of Thai rubber quality through various media by analyzing the target groups for each type of media consumption. - The government sector should create the TICOM Central Market (TICOM) to communicate through this trading channel. - The private sector takes precedence and regularly participates in the Rubber Expo or Road Show or Trade Show in order to build the knowledge of customers rather than offering to sell rubber products. But this activity will be worthwhile if there is a large volume of products sold. It is suitable for the product category of rubber products. - Public relations through website media, brochures, videos of Rubber Authority of Thailand to promote Thai rubber products. - Thai rubber products are already quite good. Nowadays, customers are popular with advertising of STR 20 block rubber until it is more in demand from customers. Therefore, if there is more publicity or advertising, it would be a good idea to

Table 4.3 (Continued)

Brand Communication Strategy	Output
	<p>focus on RSS products because it is different from other countries' products. It will create a more competitive advantage.</p> <ul style="list-style-type: none"> - Public relations for rubber products must be improved to have quality. Especially, products produced from Rubber Farmer Institutes or farmer groups of Rubber Authority of Thailand. It must be of good quality. It can be a communication and create a good image of the country. In the past, Thailand had no good quality RSS. After having the rubber market to control RSS quality, products that go through the central market system have better prices and better quality as well as expanding the demand of users. - Rubber Authority of Thailand is a representative of rubber farmers and must establish a business to open up markets to farmers and foreign customers. It will raise both domestic and international rubber prices to be the same and fair as well as encouraging more exporters to do overseas marketing. It will increase competitiveness on a global scale. - Rubber Authority of Thailand has to set up an office in foreign countries for marketing in a timely manner and competing with other producing countries. - Demand and Supply management should take an international approach to cooperation. At present, there is a cooperation between 3 major producing countries namely Thailand, Indonesia and Malaysia under the name International Tripartite.

Table 4.3 (Continued)

Brand Communication Strategy	Output
<p data-bbox="288 678 592 875">Customer Relationship Management Strategy</p>	<p data-bbox="608 568 1433 656">Rubber Council: ITRC to determine the export volume of each country each year.</p> <ul data-bbox="608 678 1433 1496" style="list-style-type: none"> <li data-bbox="608 678 1433 936">- Inviting customers to visit the manufacturing plant is an important activity for communicating the brand of the product. If a regular customer has problems using a product or service and is dissatisfied, showing sincerity and appropriate responsibility in each situation is a good solution. <li data-bbox="608 958 1433 1149">- If there is a problem with the product, creating a good relationship with foreign customers in order to build trust, honesty in business will bring loyalty from customers to the company. <li data-bbox="608 1171 1433 1496">- Broker will be a person close to the buyer. Therefore, a customer relationship management strategy is essential because consumers will trust and have a good relationship with the broker. The price will be determined by the consumer and the broker will negotiate. If consumers and sellers have the same price, they can trade with each other.
<p data-bbox="288 1503 592 1590">Brand Ambassadors Strategy</p>	<ul data-bbox="608 1503 1433 1975" style="list-style-type: none"> <li data-bbox="608 1503 1433 1704">- Thailand must have Mr. Rubber in each area and each region such as Europe, Asia, and China. to analyze the rubber situation and analyze consumer behavior and report results in each country to plan, analyze and deal with further. <li data-bbox="608 1727 1433 1814">- Brand ambassadors for Thai rubber products will benefit the brand image. <li data-bbox="608 1836 1433 1975">- Thailand should have scientists and researchers as brand ambassadors because it requires people with knowledge in this particular area. This is because consumers or users will have

Table 4.3 (Continued)

Brand Communication Strategy	Output
	<p>specialists such as chemists and researchers to exchange knowledge and negotiate on the operations of the industry. If researchers are able to present and convince more consumers to use natural rubber, it will increase the consumption of natural rubber and benefit Thailand.</p>
<p>Marketing Relations</p> <p>Public</p>	<p><u>Proactive MPR</u></p> <ul style="list-style-type: none"> - Thailand, as a manufacturing country, must know what to produce and sell, and be clear in managing the rubber in the entire supply chain from determining the suitable planting area and the use of satellite technology to determine the planting area to manage the planting area in accordance with the demand for rubber each year - Communicate marketing to domestic producers, both farmers and Rubber Farmers Institute, to have an understanding of prices. Nowadays, Thailand has more market competitors than other manufacturers. The government has to take care of compensation in order for farmers to survive in the long term and must support the development and build stronger farmers groups and Rubber Farmers Institute. <p><u>Reactive MPR</u></p> <ul style="list-style-type: none"> - Create thinkers, researchers and converters that can be built into many rubber products. The public sector must have a budget to support - Build and develop the personnel of Rubber Authority of Thailand to have the business knowledge and expertise to create business and find new markets from both domestic and

Table 4.3 (Continued)

Brand Communication Strategy	Output
	<p>international markets. Rubber Authority of Thailand has funding from the export fee collection to develop the entire rubber industry so that it can be used for further human resource development.</p> <p>- Participating in more foreign forums or Thailand may host foreign conferences would be a good communication because all over the world have already used Thai rubber. International forums such as the China Rubber Conference or the World Rubber Summit or the Global Rubber Conference are private-sector platforms to exchange innovations and present research to present the good properties of natural rubber. It reflects more of the benefits and advantages of using natural rubber. It will make the product more durable and more flexible.</p>

4.2.3 The results of in-depth interviews with stakeholders as Thai rubber consumers from overseas on brand communication strategy are presented in the following section.

Consumers in the international market view that communication strategies for building a Thai rubber brand have an effect on their decision to buy rubber products. Thailand should promote Thai rubber products, which are high-quality products, and should promote all communication channels to consumers in foreign markets. Especially advertising and communication by salespeople. In addition, the strategy for bringing consumers to visit and observe the production process, as well as providing the product will also build confidence in the quality of the product.

Mr. Abdelnaser lhalwagy, Executive Manager, Helsinco Middle East LLC, Dohar in Qatar explained as follows:

As a consumer who buys rubber products from Thailand to sell abroad, I foresee that Thailand needs to urgently promote Thai rubber products by choosing a communication channel that is easily accessible. In particular, advertising can generate awareness, understanding and motivation to make purchasing decisions as well. More importantly, it can reach a wide audience of consumers around the world. In addition, other public relations channels are promotion. It will be consistent with the rubber products category, where marketing communication activities should be carried out in conjunction with the product exhibitions, electronic mail communication with customers to update new products, product prices or promotions of products sold by sales representatives, as well as to support other marketing activities such as academic conferences, international trade fairs. In addition, if word of mouth is to be used by a trial product or a credible celebrity to act as a public relations agent. It will also be proactive marketing for Thai rubber products. However, the communication strategy to build the image of the organization or the company as the distributor of rubber products in Thailand is important because these organizations will act as communication as a direct salesperson for Thailand showing corporate or corporate social responsibility. If it plays an important role in promoting the society and the environment, it creates an advantage compared to competitors from other countries.

At the same time, Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager Mohammed Ali Al-Ghamdi Trading Est. Jeddah, Saudi Arabia explained as follows:

Professional sales will provide the first impression of a product and play an important role in consumer purchasing decisions. In addition, proactive public relations using marketers to open up business channels abroad will make Thai rubber products more quickly known.

Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Ltd, Moulvibazar, Bangladesh and Executive in the Hemingway Group, UK explained as follows:

I want to develop the Thai rubber industry to reach the international level. At the moment, I am interested and the company has a lot of experience in exporting and importing in Hemingway's London group. Therefore, the channel for receiving news for overseas investors will choose to receive news from word of mouth from friends or customers who have used the service, product, or product followed by the Brand Ambassador. In particular, the use of well-known and reliable people in presenting products and public relations media that are not recommended for promoting the business of rubber products to foreign customers is an advertising and information sent through e-mail because it is a medium that is not specific to the customer group.

Communication strategies that can reach consumers and make purchasing decisions the most are sales by employees of that company or organization, organizing special marketing events such as Trade Show or Road Show, marketing support for sponsoring events and the use of brand ambassadors affect all rubber trade and investment decisions. The information presented to Thailand will focus on natural rubber products without any chemical ingredients.

For customers in the original market as China, Mr. Liang Bing, CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China explained in the following section.

The process of communication with consumers in China is operated in the form of networking. We will focus on meeting between manufacturers and buyers to discuss and negotiate via email to present the product and test or test the quality of the product. If products and services are of good quality, customers will share them with other customers in the rubber business network. In the past, I will know and believe in large companies in Thailand until we can do business together for a long time from traders. Traders will recommend and send the product to try. If this brand has good quality, we will continue to order products. But more importantly, if the process is known, we would like to visit every production process before making a purchase because we have to be convinced that you will produce or have a quality production process. We put great

emphasis on education and tours, and for special events, we attend to get to know new manufacturers and business people.

Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., China explained as follows:

In my view, the strategy for communicating the rubber brand for a large consumer market like China is to create a marketing network model because raw materials are products that customers will experiment with the production process. If the product is of good quality, they will tell it to other customers. Therefore, building a business network in China which is a large country with many clients, companies or organizations cannot be easily accessible. They will have to go through the trader in several steps to be able to fit into the main rubber consumer segment. Hence, it increases costs and takes longer. If using the creation of a marketing network between a manufacturing country company in Thailand and a rubber user country company in China to help marketing from market survey, customer satisfaction to marketing planning together. Either the old brand or the new brand will reduce the cost of the manufacturer in the entire marketing process because the joint venture network companies in China will be able to reach customers more easily by communicating in the same language. Creating the image of the product and building the confidence of the consumer will be higher. Additionally, manufacturers should rent appropriate warehouses in the free trade zone of Shanghai and Qingdao, two of the major rubber distribution ports in China, to reduce production costs.

Therefore, research findings from in-depth interviews with stakeholders as Thai rubber producers in foreign countries on strategies for communicating Thai rubber brands to the global market and business ambassadors' approach can be summarized in Table 4.4.

Table 4.4 Summarizes the Key Results of the Interview with Stakeholders, a Consumer of Thai Rubbers abroad on Strategies for Communicating Thai Rubber Brands to the Global Market and Business Ambassadors' Approach

Brand Communication Strategy	Output
Integrated Communication Strategy	<ul style="list-style-type: none"> - Consumers in both existing and new markets pay more attention to the form of marketing communication with sales by sales representatives And more importantly, sales by employees create the first impression of a product and are accessible to consumers. They play a key role and drive most consumers' purchasing decisions. - Thailand must urgently promote Thai rubber products by choosing easily accessible communication channels. In particular, advertisements are to generate awareness, understanding, and motivation for purchasing decisions as well. More importantly, it can reach a wide range of consumer target groups around the world. - Sales promotion will be appropriate and consistent with the category of rubber products. This event should be organized in conjunction with marketing communication activities in trade shows such as academic conferences, international trade fairs or trade shows or roadshows, where consumers will join in order to get to know new manufacturers and business people. In addition, trade shows or conferences are also encouraged to promote marketing from the consumer groups to sponsor the event.

Table 4.4 (Continued)

Brand Communication Strategy	Output
	<p>- E-mail communication with customers to contact, negotiate and meet up as well as update new products, product prices or product promotions. However, there must be a specific customer segment for the specific business of rubber products.</p>
Customer relationship management strategy	<p>- Establishing a marketing network model because rubber products are products that customers will experiment within the production process. If the product is of good quality, it will be worded to other customers. Consumers need to visit every production process before making a purchase because they want to be confident that the manufacturing process has quality.</p> <p>- Reaching multiple customer groups and being a large company must be through traders, as well as using marketing networks between companies in Thailand and tire users in China. Marketing will be easier to reach customers because communication using the same language, creating a product image and building consumer confidence will be higher.</p>
Brand Ambassadors Strategy	<p>Public relations, especially by using a well-known and reliable person as a public relations agent in a product presentation, will be proactive marketing of Thai rubber products and influence the investment decisions in rubber.</p>

Table 4.4 (Continued)

Brand Communication Strategy	Output
Marketing Relations	<p>Public - Proactive publicity by marketers helps to open up business channels abroad It will make the rubber products of Thailand and become known more quickly. Consumers choose to receive word-of-mouth advice from friends or customers who have used the service for that product.</p> <p>- Public relations to build the image of the organization or the company as a distributor of rubber products in Thailand It is important because these organizations act to communicate. It is like a salesperson directly to Thailand.</p> <p>- An organization or company that has a joint business, if it plays an important role in promoting the society and the environment, it will create an advantage compared to competitors from other countries. In addition, for communication, Thailand should focus on natural rubber products that do not contain chemical ingredients.</p>

4.3 Factors Affecting the Communication of Thai Rubber Brands to the Global Market.

4.3.1 The analysis of the policy content of the Thai government under Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), and Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), Ministry of Agriculture and Cooperatives revealed that Factors affecting brand communication for value-added in Thai rubber to the global market consist of internal factors such as policies, human resources, financial conditions, production potential, and internal marketing communication in Thailand and external factors such as current rubber market situation, rubber products and competitors with details as follows:

4.3.1.1 Internal factors affecting the communication of Thai rubber brands to the global market are:

1) For the government policy, the results are presented in the following section.

(1) Thailand has established a Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579) to solve problems at the structural level by changing the usage and export structure by increasing the consumption of rubber in the country and focusing on the export of rubber products. It will decrease the export volume of raw rubber. The goal is to reduce the impact of the rubber price situation and lay the foundation for the sustainable growth of the Thai rubber industry in the future (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 26). Critical Success Factor: CSF will push Thailand towards becoming a producer of good quality rubber. Farmers have a stable income. Government policies must be clear and have a strategy that can be implemented and operated in a consistent and serious manner. In addition, there must be an agency responsible for driving the rubber strategy, namely Rubber Authority of Thailand, it must be an Intelligence Unit with academic and operational readiness (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 85).

(2) Thailand has established Rubber Authority of Thailand under Rubber Authority of Thailand B.E. 2558 to act as a central organization responsible for the total management of the country's rubber system, managing the financial management of the Rubber Development Fund and to promote and support Thailand to be the center of the rubber product industry by promoting, supporting, and organizing studies, analyzes, research, development, dissemination of information about rubber and to assist Rubber Farmer Institutes of rubber farmers and rubber entrepreneurs academic, finance, production, processing, industry, marketing, business operation, and related operations to improve income and quality of life as well as working to stabilize rubber prices and promote replanting and new planting (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 71).

(3) The strength of Thailand's rubber industry is government policies and measures that are beneficial to the development of the rubber

industry in the upstream part and there are laws and agencies responsible for rubber matters in particular. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p.27) There is an urgent development policy for reviewing and revising laws related to rubber to facilitate the development of the entire rubber industry system. Especially the amendment of the Rubber Act and the Act Control rubber in accordance with the current situation. Increasing efficiency in law enforcement related to rubber, especially the prevention and suppression of invasion of forest areas for rubber plantation, smuggling of rubber exports without paying export fees, and smuggling of inferior rubber sheets from different countries including reviewing and revising measures to promote foreign direct investment (FDI) in the rubber industry will incentivize foreign investors to increase capital in Thailand. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 70).

(4) Thailand 20-Year Natural Rubber Strategic Plan stipulates that the government has a policy for the study of guidelines for development, study, analysis and research in order to find trends and opportunities to expand the export market of rubber products to new potential markets (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

(5) the urgent improvement of Thailand's 20-Year Natural Rubber Strategic Plan defines the issue of preventing and suppressing the distribution of rubber products by deceiving consumers that the product is 100% natural rubber. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61) It is a policy that affects the image of Thailand's rubber products.

2) Human resources

(1) It is expected that Thailand will become a super-aged society in B.E. 2574 It will create new opportunities to meet the needs of the growing proportion of older consumers. It is also expected that Thai families will be smaller and more diverse. People in Thailand have different age groups and there will be more new-age groups. It will affect different attitudes and behaviors. Therefore, preparing the population for quality and adopting appropriate technology in the production and service of the country will be a major challenge in the next phase (National strategy (B.E. 2561-2580), p. 2).

(2) The disadvantage of the rubber industry is that rubber plantation workers tend to be scarce both in the present and future (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 27) Therefore, there has been a set of guidelines for the potential development of rubber farmers to become Smart Farmer to develop the Rubber Farmer Institutes to have professional management and business capability as well as promoting and developing potential for the new generation of rubber farmers (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 33-35) However, there are also awards to rubber farmers and the Rubber Farmer Institutes for the ability to manage the production area and output of rubber according to their goals, increase the efficiency of rubber/rubberwood production and processing as well as quality improvement and upgrading. Product standards throughout the supply chain meet the target to incentivize change and reduce long-term dependence on state subsidies (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 41-42) as well as providing incentives for domestic entrepreneurs who can process natural rubber into rubber products and export them according to their goals. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72) In addition, urgent approaches to the development/procurement of technology and innovation or management systems are established to support the labor shortage in rubber plantations (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 53).

(3) Thailand 20-Year Natural Rubber Strategic Plan provides an urgent approach to human resource development, which is the analysis and preparation of the demand plan, the rubber manpower development plan of Thailand as well as promoting the training of personnel with short courses and accelerating the creation of skilled workers. (Or craftsmen/technicians) in rubber/rubberwood processing to solve the labor shortage problem in the rubber industry (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 71).

(4) Thailand 20-Year Natural Rubber Strategic Plan provides general human resource development guidelines. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 71) as follows:

(4.1) Promote and support the development of teaching and learning curriculum in areas related to rubber in accordance with the rubber manpower requirements plan.

(4.2) Promote and support the development of rubber researchers/ scientists/ engineers (Especially in the field of materials science).

(4.3) Promote and support the development of personnel involved in rubber/rubberwood processing and personnel involved in the rubber/rubberwood trading systematically and continuously.

(4.4) Collect data, organize information systems, and plan for the management of foreign workers working in the rubber industry.

(4.5) Support the establishment of a specialized educational institution in rubber in Thailand.

(5) Promote and support the leaders of Rubber Farmer Institutes to participate in policy formulation as well as developing a prototype of Rubber Farmer Institutes to use as a place to study for observation and exchange of knowledge (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 34).

(6) Thailand has a system for managing rubber systems. Namely, Rubber Authority of Thailand provides departments and personnel covering all areas that can provide academic services, finance, production, processing, industry, marketing, research and information about rubber to farmers. Tires, Rubber Farmers Institute, rubber entrepreneurs and those who are interested covering all areas from agencies at the central level, district level, provincial level and district level, learning centers, factories, research plots and other assets covering rubber plantation areas throughout the country can generate income as a tool for organizational management (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 70).

(7) The Enterprise Plan of Rubber Authority of Thailand analyzes the personnel strengths of Rubber Authority of Thailand to have good networks and interactions with all sectors. For the top executives of the Rubber Organization of Thailand who will lead the organization to be a leading state-owned enterprise, it can be seen that most of the executives come from working with rubber farmers, Rubber Farmers Institute. Rubber entrepreneurs have a long history of knowledge and understanding of rubber plantation management and their interaction with each other for a long time (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 70) However, Rubber Authority of Thailand still lacks personnel with

specialized knowledge and is unable to effectively respond to the increased mission. For example, in international marketing and marketing, personnel with foreign language expertise to support AEC and international level, Processing Industry, Rubber Processing Expert / Plant / Industrial Process, Industrial Rubber Research, Personnel or Innovative Researchers to add value to the rubber industry. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 73).

3) For financial condition, the results revealed that

(1) The development of Thailand since the 1st National Economic and Social Development Plan has resulted in the development of Thailand in all dimensions both in terms of an economy that have been raised to the top of the middle-income country. However, Thailand still has significant development challenges. For example, the economic growth rate in 2017 at 3.9 percent It is below the potential 6.0 percent per year over the past six decades. It was mainly due to the slowdown in domestic investment and the not yet fully recovered global economic situation. Thai economic structure is still unable to drive innovation at full efficiency. The service and agricultural sectors have a low level of productivity and a lack of technology to increase production efficiency, and Thai labor has problems with quality and performance that are inconsistent with the needs of driving the development of the country (National Strategy B.E. 2561-2580, p. 1).

(2) Rubber Authority of Thailand sets a fixed source of income from the implementation of the mission (Article 12). The organization can operate continuously. There are the sources of income as follows: Income from initial capital, the government allocated general subsidies, private subsidies, fees, maintenance, service fees, operating or investment income, and interest on money or assets of Rubber Authority of Thailand. Such income will be used to establish a part of the Rubber Development Fund and the Rubber Development Fund money can be used for operating expenses according to Rubber Authority of Thailand Act 2015, Section 49 as follows:

(2.1) Not more than 10 percent is the administrative expense.

(2.2) Not more than 40% is the expense for assistance planting instead.

(2.3) Not more than 35% is the expense for providing assistance to rubber farmers, Rubber Farmers Institute, rubber business operators, and stabilizing rubber prices.

(2.4) Not more than 5% is the expense for providing research assistance.

(2.5) Not more than 7% is the expense for the provision of welfare for rubber farmers.

(2.6) Not more than 3% is the expense for promoting and supporting the Rubber Farmers Institute.

In addition, Rubber Authority of Thailand can establish a limited company or conduct other business activities related to rubber to achieve the objective of being a central organization responsible for the full system of rubber management of the country. The rubber-related business of Rubber Authority of Thailand aims to stabilize rubber prices, create fairness, improve the income and quality of rubber farmers, Rubber Farmers Institute, rubber business operators and other stakeholders within the country. However, the financial situation of the organization is still weak because Rubber Authority of Thailand has many employees. 10% of the income from the collection of rubber export fees is not enough to support administrative expenses. Therefore, if Rubber Authority of Thailand is unable to raise enough income to support the organization, the initial capital and capital fund for administration will be gradually emptied. Government-allocated funds are likely not allocated according to the organization's needs because the government needs to spend the budget on other necessities. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), pp. 70-72).

(3) Thailand's 20-Year Natural Rubber Strategic Plan has determined urgent development guidelines by pushing the government to issue financial measures to incentivize entrepreneurs to increase exports of rubber products more as well as issuing financial and fiscal measures to incentivize the private sector to produce products to replace imports from abroad (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

(4) Develop credit or financial instruments to support large-scale rubber plantations. (To allow farmers to use their free time to create jobs, generate

income and solve the problem of labor shortage in rubber plantations) and Rubber Farmer Institutes access to low-cost capital to reduce the cost of doing business. It also promotes and supports the setting up of a joint venture between the Rubber Farmer Institutes and a private company or Rubber Farmer Institutes in order to expand the scope of doing business more (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 34-35).

4) Production

(1) It is predicted that the impacts of climate change will be more severe in greater volatility, frequency, and extent. It will damage life and property, the necessary infrastructure as well as agricultural production systems in relation to food and water security. While ecosystems tend to degrade and have a relatively high probability of losing the ability to effectively support human needs, they are likely to decline. The impacts of global climate change and the degradation of the aforementioned ecosystems will be different. Being a green society, the integrated preservation and management of natural resources and the environment will be important and attract more international attention, including Thailand. It will intensify and tighten environmental regulations and agreements by developing frameworks based on key international agreements. The Sustainable Development Goals and the Paris Agreement will be implemented more seriously (National Strategy B.E. 2561-2580, p. 3).

(2) Thai rubber farmers across the country were able to produce a total of 5.1 million tonnes of natural rubber in 2017. Natural rubber is likely to grow up at an average rate of approximately 6.4 million tonnes over the last five years. Approximately 4.4 million tonnes of natural rubber have been processed and exported in the form of raw rubber and processed into rubber products approximately 6.2 hundred thousand tons. When considering the productivity of natural rubber production in Thailand, it can be seen that rubber farmers in Thailand were able to produce an average of 236 kg of natural rubber per rai per year in 2017. It is not very high when compared to Malaysia's natural rubber yield per rai. At the same time, the number of natural rubber production per rai in Thailand has been declining over the past 4-5 years. That means a reflection of the country's natural rubber productivity

problems that may decline in the future (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 10).

(3) Thailand has total area suitable for rubber plantation in 68 provinces, 499 districts, and 2,251 sub-districts. This can be divided into 8 central provinces, 7 eastern provinces, 17 northern provinces, 20 northeastern provinces, and 14 southern provinces according to the agricultural area management guidelines of the Ministry of Agriculture and Cooperatives. Rubber Authority of Thailand, as a national rubber caretaker, has to manage rubber plantation areas, rubber production volumes by planning and setting strategies for rubber management in each area to be at the equilibrium level with the amount of rubber demand and to manage the entire rubber logistics system across the country to be consistent and to create a competitive advantage of the rubber industry as well as preparing a national rubber database (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 75).

(4) The government has an urgent development approach to promoting and encouraging the selection of rubber products produced by the Rubber Farmers Institute. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

(5) Rubber Authority of Thailand has a rubber replanting aid system to effectively develop small rubber plantations. Rubber Authority of Thailand has provided assistance to rubber plantation owners with a system of assistance. There is a rubber replanting practice and a new rubber plantation practice to guide farmers to follow the rules set by Rubber Authority of Thailand. The rubber replanting aid will meet the standards set by Rubber Authority of Thailand. It provides material payment, allowance payments on a predetermined installment, monitoring and giving advice to participating rubber plantation owners along with technology transfer to rubber farmers, having an efficient computer-based management system, having a network to link all offices, accurate, systematically validated and accepted by farmers and external agencies. (Master Plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 72).

(6) Rubber Authority of Thailand has innovations related to rubber in the production, processing, economy and industry. There is a continuous

development of research. Most of the research has been awarded and published in numerous academic journals and is applied to transfer knowledge to stakeholders, both public and private sectors. Including rubber farmers in the current rubber development of Thailand. But at the same time, there is not enough research leader to use in the development of rubber and does not cover all target groups. As a result, the successful research could not be applied to the development of the national rubber. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), pp. 72-73) However, Rubber Authority of Thailand is able to seek cooperation with various agencies to develop the policy-based rubber industry supply chain. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 76).

5) Communication and marketing

(1) Rubber Authority of Thailand requires that rubber farmers and the Rubber Farmers Institute, as well as rubber business operators, register properly in a systematic manner to closely manage allied stakeholders in driving policies or the rubber industry as well as having personnel and places covering rubber plantation areas throughout the country. Therefore, communication and cooperation in various operations are fast and united. Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 71).

(2) Thailand has established strategies for communication and marketing as follows:

(2.1) Promoting the use of rubber in the country, such as the use of rubber as an ingredient in road construction, engineering, and transportation (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72) and to push government agencies to use products manufactured from domestic factories (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

(2.2) The establishment of a rubber trade promotion office in the target market country as well as the establishment of an exhibition and distribution center for rubber products in the target market countries. In particular, the distribution center of rubber products in the major tourist areas. (Latex pillows/mattresses) with the development of shipping systems to countries around the world. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 61-62).

(2.3) Communication regarding the establishment of Business Incubation Center or Rubber Intelligence Center (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 72) and One stop service for rubber and rubber products (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 84).

(2.4) Create a brand of rubber products under the name “Rubber Product of Thailand” along with promoting the image in the target market country to accept the quality and standard of rubber products from Thailand (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 62).

(2.5) Organize the annual Thailand Rubber Expo (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

(2.6) Organizing business matching activities between manufacturers and buyers in Thailand, as well as supporting rubber product manufacturers to have the opportunity to bring their products to international markets through activities such as participating in trade shows, and road shows. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 61).

(2.7) Seek and coordinate rubber research and development cooperation with international organizations involved in rubber and rubber research institutes of various countries as well as collaborating in the research of rubber and rubber products closely with researchers from rubber research institutes around the world. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 54).

(3) As for the National Rubber Strategy, it focuses on building competitiveness. There are development goals aimed at enhancing the country’s potential in various dimensions based on 3 concepts as follows: (1) “Extend the past” by considering the economic roots, cultural identities, traditions, lifestyles and strengths of various natural resources as well as the comparative advantage of the country in other areas to apply technology and innovation in accordance with the modern context of the global economy and society. (2) “Adjust the current situation” To guide the action into the future through the development of the country’s infrastructure in various dimensions, including the transport and transportation network, science, technology and digital infrastructure, and environmental adaptation

to facilitate the development of industries and services in the future; and (3) “Create new value in the future” by increasing entrepreneurial potential, developing new generation Including adjusting business models to meet market demands, combining with strategies that support the future based on building on the past and adjusting the present along with promotion and support from the government sector. Thailand can create a new income and employment base, expand trade and investment opportunities on the world stage along with raising income levels and eating well (National Strategy B.E. 2561-2580, p. 8).

(4) Rubber Authority of Thailand is not yet known to the public as it is a newly established organization on 8 July 2015 for merging 3 rubber organizations nationwide. Therefore, the public may not initially understand the role and function of the new mission of the organization. It is necessary to promote publicity in order to quickly establish the image of the organization. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 73).

4.3.1.2 External factors affecting the communication of Thai rubber brands to the global market are:

1) The current world situation has a global changing context that may directly or indirectly affect the development and adaptation approaches of the Thai rubber and rubber products market. It consists of 4 main points as follows:

(1) Demographic change

(1.1) The world population will increase to nearly 10 billion by 2050. This is coupled with advances in public health that have helped reduce the health problems of the population. Therefore, there is an increase in the population rate of the world. In addition, changes in the population structure are affecting the shrinking workforce such as Japan, South Korea, Germany because the population enters the aging society. In the Republic of India and African countries, an expanding workforce has resulted in a competitive edge in attracting more people to work in their countries. Quality labor and labor resources are limited (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 5-6).

(1.2) The demand for energy for urban use is increasing around the world. The demand for food and agricultural products in the 21st century was directly impacted by population growth. The world population has

increased 34 percent from 6.8 billion in 2009 to 9.5 billion in 2050. The growing population will be in developing countries. It is expected that food demand will increase with increasing incomes in 2050. The demand for agricultural produce is constantly increasing, including crops, grains and meat. It is expected that by 2050, demand will increase to 3 billion tons. While the current output is 2.1 billion tons. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 6).

Therefore, as the world population expands, the demand for food will increase accordingly. Part of the rubber plantation area will switch to the cultivation of food crops. At the same time, the demand for rubber products will increase as the world population increases. To maintain competitiveness, every business/organization has to adapt and implement policies for this change. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 6).

(2) Economy The main characteristics of the changing economy are

(2.1) At present, the Thai rubber and rubber products market will have China as an important trading partner. Thailand exports at least 2 million metric tons of rubber to China each year. In 2020, the rate of economic growth will decline as China and other major economies experience moderate economic growth and declining numbers of the working-age population. In addition, in 2014 (as measured by PPP), China will be the world's largest economy. When measuring the economy by market exchange rates, China will be the world's largest economy by 2028. At the same time, although China is the world's largest rubber importer, it tends to import rubber from the country to decline as Chinese entrepreneurs have invested in rubber cultivation in CLMV countries (including Cambodia, Laos, Myanmar and Vietnam) and African countries higher to meet the demand for domestic use and to reduce the production cost of the domestic industry because these countries have terrain/climate suitable for rubber cultivation as Thailand. At the same time, the development of irrigation systems in African countries will increase the productivity of the area. In the future, Cambodia, Laos, Myanmar and Vietnam, and African countries will have more rubber exports to the global market (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 6-7).

(2.2) In 2050, India will be the world's second largest economy (PPP) and the third largest economy in the same year. But legal restrictions and tax protection measures because India is a rubber plant as well. Therefore, although India is a big market, it has a small amount of imports from Thailand compared to other trading partners. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 7).

(2.3) The impact of the economic downturn in America and Europe has resulted in Over Supply. Although the United States, Japan, Europe, and Korea have reduced their demand, China has a 56.6% increase in demand for rubber. They mainly export block tires to produce rubber tires. The rubber business is still necessary to use rubber in the tire manufacturing industry. This industry has the highest rubber consumption rate, approximately 70% of the total rubber consumption. In the future, the population will increase by 34 percent, and the demand for rubber will increase by approximately hundred thousand tons per year. Therefore, it is necessary to plant additional rubber trees approximately 1 million rai per year. It is difficult to grow rubber trees due to restrictions on land, capital and length of time. It takes up to 7 years to start yielding. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 68).

(2.4) The rubber economy of Thailand between 2016-2018 is expected to grow at 2.0-2.7 percent due to political instability is still an important factor for private investment. Moreover, the household debt problem is still high. Private consumption is not limited. Exports are in a sluggish condition. Production expanded favorably. However, agriculture is still affected by drought and the production season, which is a constraint on economic expansion. As production releases seasonally, it is expected that the economy will expand further. In 2015, the Bank of Thailand cut interest rates three times, but the inflation rate remained 2.5 percent below the policy target. As the developing countries surrounding the economy are doing well given the support of FDI. However, rubber is still the main economic crop of Thailand and created the export value in 2015 ranked No. 1 of the export value. It has an export value of 170,421.29 million baht, or 38 percent of the value of economic crops, followed by rice and tapioca products, although Thai rubber prices have been experiencing a continuous slump in rubber prices. The price of raw rubber sheets has

been reduced from the price level of 180 baht/kg in February 2011 to a price range of 55-57 baht. At present (June 2015), it represents a more than three-fold drop in rubber prices. Such price adjustment has a direct impact on rubber farmers with average production cost of 65 baht / kg, whose production cost is higher than the market price. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 69).

(2.5) In terms of the world economy affecting the rubber industry, the expansion or contraction of the world economy affects the demand for natural rubber. Especially those industries that want to use tires are the main, such as the tire industry consisting of new tires or replacement of old tires according to the number of vehicles available around the world. If the world economy has a different direction or trend, it will affect the world demand for rubber. Rubber Authority of Thailand needs to manage the production volume (including the rubber plantation area) in accordance with the demand for rubber in a balanced manner and in line with the current situation. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 74).

Therefore, the economic factors obtained from this content analysis indicate that the world economy has an impact on the demand for natural rubber in the rubber industry. Especially the tire industry, which has a large demand for rubber. On the other hand, as the economy gets more developed, the demand for tires and rubber products will also increase. But as the global supply of rubber from new plantations in both CLMV and African countries increases, there is a tendency to increase the output. As a result, the price of rubber in the global market is likely to stabilize or drop below the current level.

(3) Physical environment

The main characteristics of the physical environment are:

(3.1) Polar ice is melting in a wide area. By 2050, large quantities of ice across the Arctic Ocean will melt over a wide area. It will result in a new international shipping route that shortens shipping time from Asia to the US East Coast than today. But such a change will make many islands more likely to disappear. For example, more than 1,500 of the more than 17,000 islands in Indonesia may disappear from the world map. Jakarta will disappear under the sea for more than

40 percent of the urban area. As a result, Indonesia, as the world's number 1 rubber grower, has reduced affected rubber plantation areas and lower rubber yields. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 8).

(3.2) Global biodiversity to drop another 10 percent by 2050. This loss will occur in Asia, Europe, and southern Africa. The total forest area of the world will be reduced by 13 percent. The cause is global warming and changing human land use. For example, emphasis on commercial cropping and energy crops, land use for infrastructure development, land encroachment. In addition, pollution factors reduce biodiversity. The loss of biodiversity affects human quality of life. Especially in remote and prosperous communities whose livelihoods are dependent on the world's biodiversity and ecosystems. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 8).

(3.3) The temperature of the world is rising beyond the limit. The projections for global greenhouse gas emissions by 2050 reveal that greenhouse gas levels are likely to increase. It is expected to increase by 50 percent compared to the present. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 8).

(3.4) With increasing population and economic growth, energy demand in 2050 will grow as the global energy demand will increase by more than 50% from 2010. The use of fossil fuels is reduced and only 80% of the initial needs can be met. Although fossil energy such as oil, coal, natural gas, there are some reserves. But in the long run, fossil energy will be an energy source that cannot meet demand. Therefore, renewable energy such as wind energy, solar cells and biomass will become even more important instead of fossil energy. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 8).

(3.5) Natural disasters fluctuate and occur frequently. Currently, the volatility and natural disaster conditions are highly volatile. Climate changes and does not follow the traditional seasons as it should be. The implementation of the timing of Rubber Authority of Thailand is affected by various variations that occur. It can cost money, waste manpower to tackle the problems arising from disasters and climate variations. (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 8).

(3.6) In terms of the infrastructure development of Thailand to become the center of the ASEAN economy and to be an important connection point for the Asian region in the age of rapid and radical technological change, the infrastructure will cover the physical infrastructure in terms of the infrastructure network, area and city including technology as well as economic infrastructure to facilitate and reduce costs in the movement of goods, services, funds, personnel, and connect Thailand with the global community. (National Strategy B.E. 2561-2580, p. 25) Therefore, when Thailand is the logistics hub of ASEAN, Thailand is geographically positioned as ASEAN's land logistics hub. (Car and rail systems) and Suvarnabhumi Airport as the gateway to support flights of ASEAN. From this strategic advantage, if Rubber Authority of Thailand can compete as a distribution center for rubber products, it will bring enormous added value to the Thai rubber industry from its strategic logistics location. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 75).

Therefore, the physical environment situation from Global Warming will affect the natural rubber output. At the same time, synthetic rubber tends to be able to replace natural rubber. The long-term demand for natural rubber increases with increasing limitations or obstacles. However, the development of Thailand's infrastructure in becoming the center of the ASEAN economy will provide an opportunity to add value to the Thai rubber industry as a rubber product distribution center.

(4) Technology The main characteristics of technology (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), p. 9) are presented as follows:

(4.1) Advances in biology and health sciences have reduced child mortality. According to UNICEF, the death rate among children under 5 has decreased, respectively, from 90 per 1,000 children in 1970-1975 to 20 per 1,000 children in 2040-2045.

(4.2) Robots play more roles in chores and companionship. In 2030, with artificial intelligence and robotics, life support technologies, as well as to some extent serve as friends of users, as many people live alone. Being a friend is one of the main goals for the future.

(4.3) Electric vehicles and self-driving vehicles will become more widespread and reduce the demand for fossil energy.

(4.4) Advances in synthetic rubber technology research and development will promote synthetic rubber to have more properties similar to natural rubber over the long term. In addition, problems and obstacles in technology and other product innovations to replace rubber were discovered.

(4.5) In the field of innovation and continuous development of natural rubber substitutes, the world is constantly changing and evolving. The rubber industry and rubber replanting industry are constantly evolving in line with the demand for rubber and the price factor. Rubber Authority of Thailand must develop itself to keep up with the situation and context, innovation, and development of rubber substitute products to enable those involved in the rubber industry to compete and survive in the midst of changes (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 74).

Therefore, with more advanced robotics and the cost of building a robot tending to drop, it will result in the use of robots or rubber tapping machines to replace human labor. It is economically feasible. It will solve the long-term labor shortage in rubber plantations. However, with the development of synthetic rubber closer to natural rubber over the long term, the long-term expansion in demand for natural rubber becomes more restrictive and more restrictive. It is very important that Rubber Authority of Thailand develops itself in accordance with the situation and context, the environment, innovation and development of rubber substitute products to enable those involved in the rubber industry to compete and survive in the midst of changes.

(5) Others

Worldwide popularity is focusing on environmental protection as a guideline for Rubber Authority of Thailand to develop and build credibility internationally. Using the Forest Stewardship Council (FSC) or Program for the Endorsement of Forest Certification (PEFC) approach to sustainable forest management to promote and support a suitable global commercial forest management system, forest conservation practices, sustainable forest management and protection of forest resources around the world. Environmental forest management is appropriate,

utilizing forest resources, maintaining forest biodiversity and having an ecological balance. Social forestry management is to help local communities benefit from long-term forests and to manage forestry that is economically viable. An organization that has adopted the trustworthy FSC and PEFC standards will be a decision-making tool for consumers to buy wood products with the proper environmental protection. (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 76).

4.3.1.3 For competitor analysis (Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579), pp. 27-28), it revealed that

1) Thailand has an area suitable for rubber plantations. Thailand is the number 1 producer and exporter of natural rubber in the world.

2) Although the price of natural rubber in Thailand is higher than that of competitors, it still has an advantage in product quality that is superior to its competitors.

3) Rubber products factories located in Thailand have several cost advantages compared to other Chinese factories.

4) The importing country has established trade protection measures in the form of environmental standards such as FSC, PEFC, and CoC.

5) Rubber and rubber products are still in high demand in the global market. What should be done is to create new innovations in products, create substitutes for plastic products from rubber, reduce production costs and establish product standards to be accepted. The growth situation of natural rubber among rubber producing countries was analyzed.

6) The IRSG estimates that CLMV's rubber output (comprised of Cambodia, Laos, Myanmar and Vietnam) will increase from 1.1 million tonnes in 2012 to 2.8 million tonnes in 2022. The CLMV segment will increase its share of global rubber output from 9% in 2012 to 17% in 2022. While Thailand will have a lower share of output in the global market from 31% in 2012 to 24% in 2022 (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 75).

7) ASEAN has the largest area for planting, producing and exporting rubber in the world. The rubber plantation area as of 2012 in Thailand: 18.76 million rai, Indonesia: 21.78 million rai and Malaysia: 6.38 million rai. In total, it has

grown to more than 65 percent of the world's cultivated land area. The rubber production of ASEAN countries is 81% compared to the total global rubber production as of 2012. Thailand is regarded as the country with the largest rubber production in the world with 3,778 thousand tons or 35 percent, Indonesia is 3,040 thousand tons, or 28 percent, and Malaysia is 910 thousand tons, or 8 percent. When looking at the overall export of rubber, the most exported country in ASEAN. Is Thailand, which is 505 thousand tons, Indonesia is 502 thousand tons, and Malaysia is 452 thousand tons (Source: International Rubber Study Group: IRSG; B.E. 2555) All three countries have agreed to establish International Rubber Consortium, Limited: IRCo to manage production, marketing, and rubber prices. Currently, ASEAN countries have grown more rubber. Especially in Vietnam, which has invested in the areas of Myanmar and Laos as well. As a result, Vietnam is the world's fourth-largest exporter. Therefore, the implementation of marketing strategies that affect the price. If we can invite Vietnam to join an international rubber joint venture, we will be able to control 90% of global net exports (Master plan of Rubber Authority of Thailand B.E. 2560-2564 (4th amendment B.E. 2562-2564), p. 68).

4.3.2 The results of in-depth interviews with stakeholders as a group of Thai rubber producers exported to foreign markets on internal and external factors showed that

Internal factors affecting the communication of Thai rubber brands to the global market has various factors such as policy, human resources, financial health, productivity and marketing communication, as presented in the following section.

The government sector identifies the factors for developing the Thai rubber brand to the global market that Thailand has a full system of rubber management by using mechanisms and the readiness of government agencies to drive amid the world economy in a recession or slow growth. In particular, the creation of awareness and understanding of the role of government and the development goals of rubber driving in Thailand. As Dr. Titus Suksaard, Governor, Rubber Authority of Thailand explained as follows:

Thai government has enacted Rubber Authority of Thailand Act B.E. 2558. It is an important turning point in the planning for the full system of rubber development. Development of research studies from upstream, midstream,

downstream, and adjusting the concept of personnel must be rethinking the whole system. It includes privatization, marketing, industry and research. It is a rather complex mission and it must be communicated to understand many sectors. Thailand should be developed from the sole exporting country to become the center of rubber products in the ASEAN region with an emphasis on integration. In particular, there must be an effective marketing system, productivity, which uses existing research to help develop the system to promote the most value-added rubber planting. The government should strengthen farmers to create sustainability for the rubber industry. However, the marketing communication factor is important because consumers can choose to purchase rubber products from other countries. In addition, at present, the system of the domestic economy is very weak in terms of marketing and innovation. Including laws and economies Finally, rubber farmers will have to rely on marketing through the middleman system. Most of the interests will be those of the middle man. Therefore, it is the duty of Rubber Authority of Thailand to promote, support, control, supervise, in order to solve these processes in the best interest of the manufacturers.

Rubber Farmer Institutes has assessed the internal situation on the issue, paying close attention to the availability of internal resources such as policy, people, financial situation, productivity, communication and marketing. It depends on many factors of production. It should be corrected or adjusted for the effective distribution of rubber products abroad. In particular, institutional human resources should be required to develop rapidly. As Ms. Malisa Chantakanont, Assistant Manager Ban Khao Sok Rubber Fund Cooperative Co., Ltd explained in the following section.

Ban Khao Sok Rubber Fund Cooperative does not export or sell its products abroad by itself but through brokers. The first reason is language. Employees do not have foreign language communication skills. The second reason for funding is because co-operatives do not have their own funds. But if the cooperative sells the products through the broker, the broker will pay the cooperative cash before the goods are exported from the factory.

Mr. Jaruwut Onkaew, Marketing Consultant, Trang Rubber Fund Co-operative Federation Co., Ltd. explained as follows:

The availability of the resource depends on many production factors such as the weather conditions of the year, the price of raw materials, and production costs. Management is required to establish a plan in advance by making a business plan for the short, medium and long term. The ability to manage rubber products depends on how well the management of each institution has the knowledge and expertise of the market. In most of my experience, farmers' institutions lack marketing. They are mostly focused on productivity. Therefore, rubber products must be in the primary market and a business plan must be made to assess the suitability of the product for investment. In addition, the distribution and marketing of rubber products to foreign markets is still low due to many factors. For example, the skills of farmer institute administrators, current economic conditions, exchange rates and competitors. Therefore, the government should integrate and work together with various agencies in order to promote various capacities. Another important issue is product standards. Feedback from consumers, the international market, or the importance that consumers are most aware of. However, the policy to push or promote rubber products abroad is not as good as it should be due to several problems. For example, the work of the relevant government agencies is not integrated, the various laws and regulations of each agency are not consistent, both domestic and foreign trade negotiations. Most of the incoming customers still rarely meet real customers, only brokers or agents who will sell cheaper.

Private rubber entrepreneurs realize that the government must give importance to and communicate marketing with overseas consumers in order to build awareness and understanding of Thai rubber products and human resource development to make the business sustainable according to the future trends that consumers or rubber users pay attention to, both environmental and social management. Therefore, Thai rubber products should be used to raise the quality of rubber products. It will differentiate itself from competitors in other countries and not have to compete on pricing anymore.

Mr. Decha Mesuan, Vice President, Special Affairs, Thai Latex Concentrate Association explained as follows:

The government sector should have the policy to build brands and communicate Thai rubber brands to present our uniqueness. International consumers will have knowledge and understanding as well as establishing cooperation with rubber-producing countries in the international arena to jointly communicate and solve problems and push the issue of rubber into an important agricultural agenda in the ASEAN region. Today, Thailand will be the last choice for overseas consumers. They will choose to buy rubber from Thailand because the raw materials are not enough. Therefore, the government sector should manage and communicate marketing to foreign customers as soon as possible. On the part of the company, I think that each company should pay close attention to technician and marketing groups because it will reach out to foreign customers and communicate marketing with overseas customers to create value and confidence in the company itself.

The point of view of Mr. Supadej Ongsakul, Associate General Secretary, Thai Rubber Association said that If the current situation of rubber that is a domestic factor of the country is developed, it will create even more advantages and sustainability in the rubber business and added comments in the following section.

The sustainability of rubber plantations is compliant with new European measures. That is to say, rubber plantation prohibits invading forests and preserving the environment. If our country's rubber plantation can be formulated in line with foreign sustainability guidelines, it will make good preliminary processing. We can brand sustainability in our products and can confirm that our latex comes from sustainably certified plantations. It will make our products more and more preferred by overseas customers all over the world. We must acknowledge that our sustainability and environmental practices are centered on being a good manufacturer who takes care of all sectors of the supply chain. Especially, the quality of life of rubber tappers will be as good as standard. We will not compete with other countries on sales, but we will

compete in what is customer demand. It is a good thing because it is the trend of the future in the rubber products business.

Those with the role for making the decision to purchase Thai rubber realize that language competence is crucial. In particular, the Rubber Farmer Institutes could hinder international trade negotiations. It is necessary to rely on the broker to be the coordinator.

Mr. Niyom Wiwatsiripong, Owner, Triple and Forwarding Co., Ltd. said that At the co-operative level, there may not be people with English proficiency or not hiring people with English proficiency. It is necessary to hire a broker. But if it's a large company, the owner will speak mostly English and Chinese. If it is a cooperative model, it may not be possible to pass a broker because it will be difficult to negotiate directly, we have orders to the factory, how much and when you can produce. The broker will have a close acquaintance with the buyer. We have to look at his plans for how he will produce and how many tons per month so that we can sell it out to them.

External factors affecting the communication of Thai rubber brands to the global market. Analysis and evaluation of the situation of rubber, competitors and consumer behavior includes the analysis and evaluation of external factors affecting brand value communication. The findings are presented in the following section.

Government agencies evaluate that rubber is an economic crop that is an agricultural commodity of any country. Regardless of the country of manufacture or the country, users can operate the product as well as processing into a rubber product. The yield is considered higher before. While the demand for products remains the same. As a result, rubber products are more competitive. Dr. Titus Suksaard, Governor, Rubber Authority of Thailand explained as follows:

The rubber situation in Thailand has been continuously developed for a long time. But in the past 4-5 years, the situation of rubber has changed quite a lot in the original market where Thailand is the world's largest exporter and China, which is a major buyer of Thailand. In the period until now, China has grown its own rubber plantation area. Nearby countries such as Myanmar, Laos,

Cambodia, Vietnam have turned to plant more rubber. Making Supply increased, but Demand for rubber remains the same. Therefore, Thailand must have conditions and techniques for developing rubber in various dimensions both in the country and abroad. When the main consumer countries are able to produce, the competition in Thailand will decrease. However, despite the decline in competition, Thailand is the world's largest rubber producer. The ability to negotiate with the country of buyers or other manufacturers is still enough.

Rubber Farmer Institutes evaluate the external situation that international consumers focus on price. The current economy affects the domestic product distribution price higher than abroad. It can also be difficult to find your target customers because there are a number of factors involved such as trade agreements, taxes, country policies, and sales agents. However, technology has had a profound impact both positively and negatively on rubber entrepreneurs. As Ms. Malisa Chantakanont, Assistant Manager Ban Khao Sok Rubber Fund Cooperative Co., Ltd. explained in the following section.

Ban Khao Sok Rubber Fund Cooperative will produce and distribute the STR 20. Over the past several years, the cooperative has the main export market in China with approximately 80% of the total output. But in this year 2019, the cooperative has not exported at all because the export price is cheaper than the domestic selling price. In addition, the current economic overview may have an impact on the overseas sales of rubber. For example, in the past, the institution used brokers to sell tires and brokers would contact consumers in China. If assuming that the sale is 50 baht per kilogram, the broker will be a middleman to buy the institution in 47 baht per kilogram, and the delivery cost is about 1 baht. The broker gets a small profit, which is cheaper than selling it in the local market because if today we sell overseas, we will sell for 47 baht per kg. But if we sell to the market in Thailand, we might get up to 48 - 49 baht per kilogram without having to go through a broker and without having to pay for shipping out of the country. The cooperatives will receive the difference here as a profit because exporting rubber overseas will incur

an export fee and when there is an increase in the rubber export fee. It will affect the export cost of the institute as well.

At the same time, Mr. Jaruwut Onkaew, Marketing Consultant, Trang Rubber Fund Co-operative Federation Co., Ltd. said about target customers, foreign markets in Thailand, distribution, marketing of rubber products to foreign markets as well as assessing and analyzing the situation of competitors in the international market as follows:

As for the current rubber and rubber products market situation, the promotion of Thai rubber products is still relatively small and it is difficult to find target customers because there are many factors involved, such as trade agreements, taxes, policies of each country, and sales representatives. However, technology has had a profound impact both positively and negatively on rubber entrepreneurs. Compared to competitors, there is an advantage in manufacturing costs and lower prices because most buyers pay more attention to price.

Private rubber entrepreneurs discuss about the current situation of rubber that external factors, including the trade war between the United States and China, as well as the competing countries that can produce and develop the quality of rubber products, causes more competition. Originally there were only 3 main producing countries, but now Thailand has more competition from other rubber producing countries than 10 countries. Therefore, Thailand has to build a brand for rubber products, even if it is a commodity. Popular processed rubber products include STR 20, RSS 3, and concentrated latex. Nowadays, buyers have turned to use from other countries. At the same time, other countries can sell commodities cheaper than Thailand to compete with Thailand. But if Thailand has a brand to build a good quality awareness, then there is no need to go on sale to compete with them. We can insist on our price.

Mr. Decha Mesuan, Vice President, Special Affairs, Thai Latex Concentrate Association explained as follows:

Thailand is the world's largest producer of tires. All products are exported abroad. In particular, Thailand's main export market is China in the form of raw materials, approximately 80% of the total production in the country. About 10%

of the remainder is used domestically, it can be seen that Thai rubber is mainly dependent on foreign markets. The current international economic and political situation. For example, the problem of the US and China trade war. The main rubber products of Thailand are mainly exported to China. More than 40% of concentrated latex is exported to China, and more and more are added each year followed by exports to Malaysia. Exporters were also affected because the end businesses that used raw materials were also affected. Fewer orders for raw materials from Thailand and we can export less. But in the past few months, orders have moved up. However, the operating business thinks that exports can still be exported but there must be price competition because many countries have developed more production and quality rubber. In the past, Thailand was the main exporter of latex approximately 80% of the global market. But now, Vietnam is able to produce more and is cheaper than Thailand. As for the Malaysian market, originally the world's largest producer of concentrated latex, they have turned to users with an emphasis on the processed rubber products industry.

Mr. Supadej Ongsakul, Associate General Secretary, Thai Rubber Association explained about the current rubber situation in the following section.

Thailand has more competition from other rubber-producing countries, about 10 more than countries that can grow rubber for sale to compete with Thailand from the original only Thailand Malaysia and Indonesia. Therefore, we have to find innovation or a model in the production and sale of both pre-processed rubber and the rubber out product. Speaking of primarily processed rubber, many people might believe that rubber is a commodity and may not be able to build their own brand. I think that products can have their own brand, even commodity products. Primarily processed rubber products are popular products and are the world's largest manufacturers. Buyers also turned to only Thai products, including STR 20, RSS 3 and latex concentrate. More buyers are turning to these three products from other countries.

Moreover, Mr. Supadej Ongsakul, Associate General Secretary, Thai Rubber Association also considers competitors for building Thai rubber brand. Which is a synthetic rubber business that can replace the use of natural rubber that

The use of synthetic rubber is already leading to the world. They will be looking for more natural rubber from Thailand. We must understand that in the manufacture of tires, the proportion of synthetic rubber to natural rubber is approximately 60% and 40%. In this section, if we were able to make the primary processing of good quality, it would be able to increase the percentage of natural rubber utilization to 60% and the other 40% to synthetic rubber. In terms of rubber glove products as well, currently Thailand can produce 80% natural rubber latex gloves and 20% synthetic rubber. Malaysia, the world's number one glove producer, uses 80% synthetic rubber and 20% natural rubber. Malaysia still mainly imports natural rubber from Thailand. However, Vietnam has become a cheaper competitor. But the rubber glove manufacturers in Malaysia still prefer to order raw materials from Thailand more than any other country. Therefore, other countries can sell commodities cheaper than Thailand to compete with Thailand. But in order to build a good quality awareness, it doesn't have to be sold cheaper to compete with them. We can even confirm our price.

Those with the role for making the decision to purchase Thai rubber have an opinion on the situation of exporting Thai rubber products to foreign countries that are facing global economic problems. The buyer power will be less while the manufacturer will increase.

As Mr. Niyom Wiwatsiripong, Owner, Triple and Forwarding Co., Ltd. explained in the following section.

The broker is responsible for buying and selling rubber products to customers in the country. Most of them are the world's largest tire manufacturers, such as Bridgestone, Michelin and Goodyear. All three companies have production bases in several countries in Asia and Europe. Even the Yokohama, tires brand of Japan has been delivering raw materials to the company. The export situation depends on the world situation. This year is quite bad from the US and China

issues. The global economy has slowed and shrank. However, China imports rubber products from Thailand very high. It is known as the main market of Thailand. When there is a current crisis, Chinese customers are unable to purchase raw materials from Thailand as smoothly as before.

4.3.3 The results of in-depth interviews with stakeholders as the foreign consumers of rubber found are presented in the following section.

In terms of consumer behavior analysis towards Thai rubber brand communication, marketing stimulation factors, and consumer attitudes and feelings towards purchasing decisions of rubber products as well as the response or feedback from consumers as a purchasing decision, there are research results on each issue as follows:

4.3.3.1 Marketing stimulus and other factors explain that consumer behavior with an opinion on external factors in brand communication to add value to Thai rubber. Marketing stimuli include rubber products, prices, distribution and marketing promotion. Including other external factors such as economy, technology, politics, culture. These factors influence attitudes and purchasing decisions. The results of the research were as follows:

The consumer behavior of the new market segments is consistent in the same way. It is about other external factors that drive technology and innovation in the manufacturing process.

Mr. Abdelnaser lhalwagy, Executive Manager, Helsinco Middle East LLC, Dohar in Qatar explained as follows:

Quality products that are in demand by consumers must be based on technology and innovation in the production process. It will enable the product to be continuously developed in the future.

Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est. Jeddah, Saudi Arabia explained as follows:

In terms of what drives consumer demand from external factors, I see that the economy, whether it is the domestic and global economy, purchasing power, consumer income, has an effect on investment or decision-making to purchase

goods or services along with considering the purchase of products that have production process technology, modern and standardized processing too.

Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Ltd., Moulvibazar, Bangladesh and the executive in the Hemingway Groups, UK explained as follows:

In terms of external factors that affect the stimulation of demand. The first is technology and process innovation because it can attract the attention and investment of consumers. Consumers like modern things followed by law and politics. Business operations are important factors to be studied in order to prevent trade protectionism, loss of profit. It is an important issue for international trade business. As for economic and cultural factors, the customer groups in both Bangladesh and the UK have not considered a factor.

Mr. Liang Bing, CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China said that

The traditional rubber trade faces a number of problems: 1. A turbulent international political and economic environment. Resulting in significant volatility in rubber prices, 2. Financial risk from the US dollar exchange rate, 3. Long delivery times and sharp changes in sales prices put psychological pressure on the expectations of doing business, which could lead to the loss of both sides and 4. The rubber trading business cycle and the pressure from the goods in the buyer's stock or warehouse have affected the order amount.

4.3.3.2 Attitude and sensation of consumers towards making decision to buy rubber products. Factors affecting consumer attitudes and sensations, buyers are influenced by the nature of buyers and the purchasing decision process on a variety of factors. For example, cultural factors, social factors, personal and psychological factors. The purchasing decision process was determined by consumer demand, information acquisition, choice assessment after receiving information, purchasing decisions, and post-purchase behavior with a sample of the research sample. As a foreign consumer, both the same markets that have previously bought Thai rubber products and new

markets that have not yet purchased Thai rubber products. The research results are presented in the following section.

Consumers of Thai rubber in the new market commented that the psychological factors are caused by consumers having education, experience and positive attitudes towards the consumption of rubber products from Thailand and personal factors such as occupation, income, education, and personal life. Mr. Abdelnaser lhalwagy, Executive Manager, Helsinco Middle East LLC, Dohar, Qatar explained in the following section.

As a business traveler on a business trip to many countries, I have had the opportunity to discuss with businessmen and entrepreneurs in many countries. I think good experience and confidence will play a big role in your decision to buy rubber products from Thailand. Based on my experience and discussions with manufacturers in Thailand in presenting products, I have a positive attitude and feelings towards Thai people and believe that Thai people are sincere in doing business and producing good and quality products.

Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est., Jeddah, Saudi Arabia explained as follows:

Important factors affecting the decision to buy rubber products from Thailand. As a businessman in Saudi Arabia, I view what each business person decides to invest or buy based on their income, occupation, economic opportunity, education, individual lifestyle, personality, individual preferences. Some people prefer products from Asian countries. Some people prefer products from European countries, and some people prefer products from their own area because they are similar in style.

Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Co. Ltd., Moulvibazar, Bangladesh and Executive in the Hemingway Group, UK explained in the following section.

In terms of cultural factors, if the product manufacturers are well-mannered and friendly, honest, committed to providing information, it is a positive attitude towards buyers for meeting and meeting for the first time. However, they need

more international marketing knowledge to understand the context of doing business with foreign countries such as products, and timelines.

The traditional Thai rubber consumer group commented that in terms of psychological factors, they have had a positive experience and attitude towards consuming raw materials from Thailand. In terms of social factors, a group of businessmen who have used products and services from a particular manufacturer will have confidence and give word of mouth to the use of that product including the confidence in increasing the volume of orders if they are satisfied with the products and services. Mr. Liang Bing, CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China and Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., the People's Republic of China jointly explained as follows:

The rubber business in China is the world's top buyer. But there is communication, there is a network of business people when they find that any product is of quality and beneficial to the investment of the source. They will give widespread word-of-mouth advice. Rubber raw materials of Thailand are already in demand and favored among rubber businessmen in China. Many people know the brand of rubber that has been sent from Thailand. Many brands know it because of their referrals and referrals. Some come from referrals from traders. Some are directly quoted by users. But more importantly, the satisfied customers we deliver, will be convinced that they will continue to order raw materials from that company and increase the volume. If Rubber Authority of Thailand is a new brand, it may take 2-3 years to build a brand to become popular in China. If the customer is satisfied, there will be continued orders and orders in larger volumes according to customer demand and other factors affecting our business operations.

In addition, to study Thailand's rubber purchasing decision-making process for overseas consumers who have previously used rubber products from Thailand, they will seek information on product characteristics from a reputable source of people who have used that product before assessing and making a purchase. While foreign consumers who have never used Thai rubber products, they will consider the

alternative assessment. Consumers have already received information to be useful in making informed choices. If this option still does not resolve the consumer's concerns, information from other factories in Thailand will be studied first to compare and inquire from other countries that are neighboring countries with Thailand in the future Mr. Abdelnaser lhalwagy, Executive Manager, Helsinco Middle East LLC, Dohar, Qatar explained as follows:

In the decision-making process, as an investor towards Thailand's rubber products, I think I have to consider and focus on the product as opposed to a single product. But it is produced from other materials or from other countries for cost-effective. Especially about price and product quality, which are key components of decision making by comparing information from other companies in Thailand and Malaysia to obtain information that is consistent with the needs that will be used and distributed to consumers in the country in the future.

At the same time, Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est., Jeddah, Saudi Arabia explained as follows:

Nowadays, business people have to know their own needs and meet what they want. But deciding which product to buy requires an evaluation of that particular product or product. Especially in the case of finding new sources of production, it has to be considered both the production process and the properties to compare with the existing products. If the information obtained is not yet convinced, there will be a comparison of products and prices from within Thailand first. They will then choose to ask other countries including Taiwan, Indonesia and Malaysia.

Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Co. Ltd., Moulvibazar, Bangladesh and Executive in the Hemingway Group, UK explained as follows:

Businessmen are required to research knowledgeable and experienced sources, and then take the information they receive from a variety of sources to study

and evaluate options for decision-making. Thai rubber products are considered high-quality products but may have to adjust the appearance or properties of some products in order to meet the needs of the target customers.

Mr. Liang Bing, CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China and Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., the People's Republic of China jointly explained as follows:

Consumption or trial resources are the things that drive trial decisions. Where the main source of information is close business people. Producers should provide information including prices and services for further decision making.

4.3.3.3 Response or feedback from the consumer as a decision maker. Factors that play a role in purchasing Thai rubber products, including product, price, brand, seller, timeframe, trading volume. The results of the research showed that the only important variables were rubber and price. However, foreign consumers who know where the rubber products are produced will also choose to be recognized through the product brand. Mr. Abdelnaser lhalwagy, Executive Manager, Helsinco Middle East LLC, Dohar, Qatar explained as follows:

If you choose to buy rubber products in Thailand, the factors are the product and the price. I had the opportunity to observe the production process and experiment, the rubber product was good and quality. It could continue to open markets in Qatar and other affiliates such as Finland and Egypt.

Mr. Mohammed M. Al-Sayed, Sales & Marketing Manager, Mohammed Ali Al-Ghamdi Trading Est., Jeddah, Saudi Arabia explained as follows:

The business currently invested in tire production is Saudi Arabia's military-owned automobile industry. Therefore, the products ordered from Thailand will be ordering products for Thailand as a production base, which must be the first priority of the product followed by the price because we are confident that Thailand has quality in the production process from raw materials to processing, because the company currently orders imported from China, but the product properties are not yet durable enough.

Mr. Mohamed Fareix, Chief Executive Office, Dhaishar Global Co. Ltd., Moulvibazar, Bangladesh and Executive in the Hemingway Group, UK explained as follows:

In terms of investing in rubber products, I would like Thailand, as a manufacturing country, to use more innovation and technology for the production process by mixing natural products with Thai rubber products in order to increase flexibility and technology and demand international marketing as well as the basic minimum profit margin required to support the growth of the business, you can open a branch in any country.

Mr. Liang Bing, CEO, Pai Cha Tar Wang Rubber, Co. Ltd., China and Mr. Tong Qi feng, Sales Manager, NORINCO Shanghai Co. Ltd., the People's Republic of China jointly explained as follows:

The product is the most important component in consumer purchasing decisions, followed by price. However, there is also a lot of confidence in the brand from the source that will help you decide which source to buy as well. Sometimes prices don't differ, but how a brand feels affects customers who use it in the tire manufacturing industry as well. I will be convinced and have peace of mind when I recognize this brand.

4.4 The Conceptual Framework for Communicating Rubber Brands as an Agricultural Commodity to the Global Market Level

For the study on "Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market" The researcher conducted the study according to the objectives. Each objective has the results as follows:

4.4.1 Results of the study of the process of communicating the Thai rubber brand to the global market in order to increase the value of Thai rubber products in the global market: In this section, the researcher has applied the brand equity concept as the basis for the application of modeling. It can be summarized as shown in the diagram as follows:

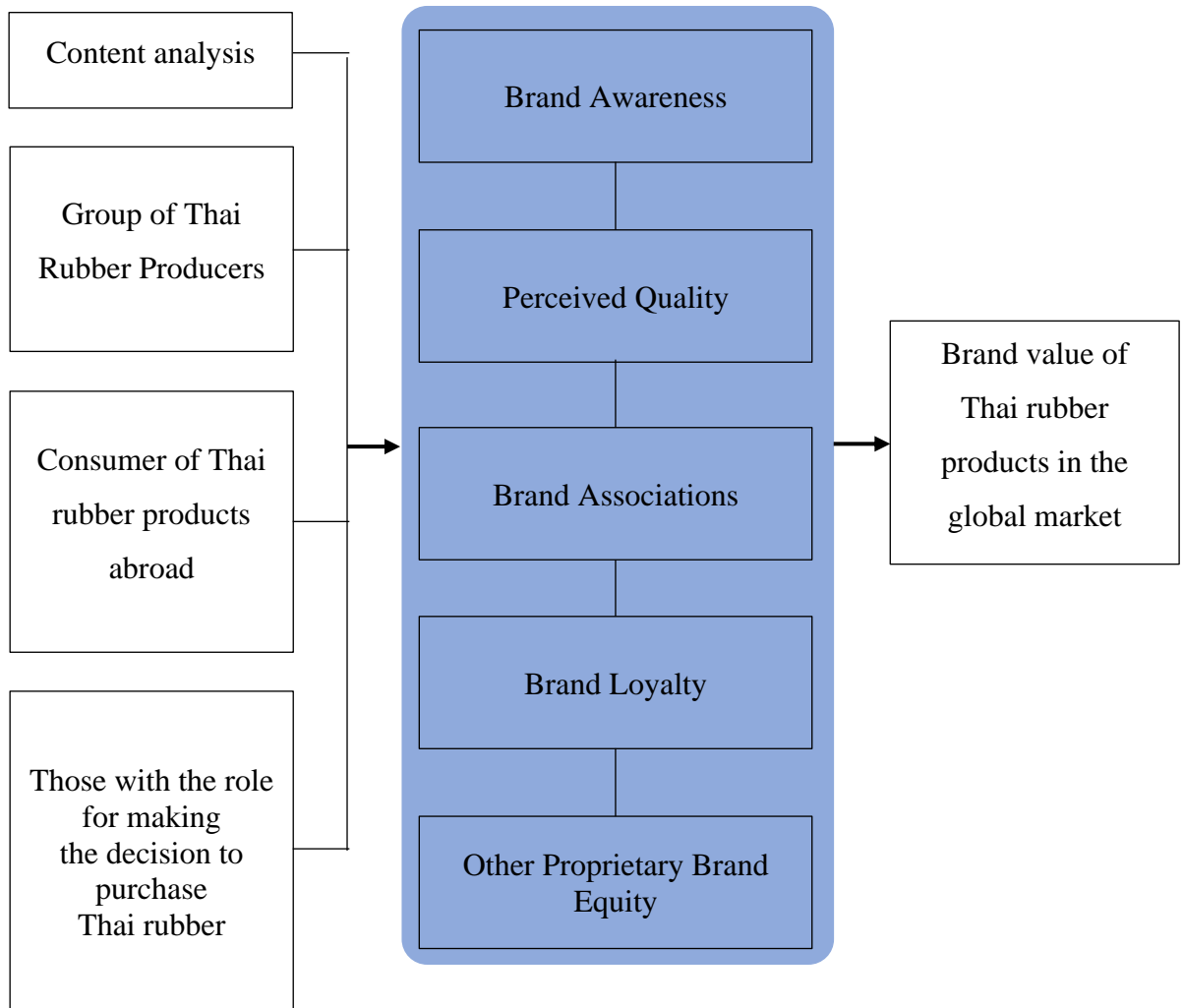


Figure 4.1 The Process of Brand Communication for Value-Added in Thai Rubber to Global Market

The model in Thai Rubber’s Brand Equity Communication for both types of products: rubber products such as block rubber, RSS, fresh latex, concentrated latex, cup lump and rubber products such as vehicle tires, rubber gloves, rubber bands, condoms, mattresses and latex pillows. Brand value communication to make overseas consumers more brand awareness. Thai rubber and natural rubber products must be identified with the origin of Thai rubber products with the words “Made in Thailand”. For the rubber products category, the brand name “Rubber Product of Thailand” will be used to connect the strengths of Thai rubber products in terms of quality of raw materials in communicating the brand of rubber products to be well known and remembered to consumers along with communicating the slogan “Thailand is the

world's number one producer and exporter of rubber" in order to raise awareness of consumers to recognize the quality and price of rubber products in Thailand compared to competitors from other countries. Therefore, communicating brand value to the Perceived Quality of Thai rubber products is to make a difference in quality, consistency and continuity of quality. Especially, the tire and health products industry are gaining popularity in the international market. Thailand must create a quality identity and brand including packaging that is different from other competing countries. However, reasonable prices have to be considered in order to make it easier for consumers to make decisions. Importantly, the Thai rubber brand communication process must have Rubber Authority of Thailand as the main operation unit because it is reliable and is an organization that controls the quality of rubber products to have a standardized production along with using media of people who have good experience in using Thai rubber products to create Brand Association in building consumer confidence in both old and new markets. In this regard, the role in building the relationship of Thai rubber brands with consumers for communication for motivation. This includes building the corporate image of Rubber Authority of Thailand at the international level in order to propose research results on rubber to build confidence in Thai rubber along with the establishment of distribution centers, product exhibitions, organizing business matching activities, roadshow/trade show activities, setting up a turnkey service center for rubber to provide information services to consumers as well as technology and innovation and trade as well as legal, measures, regulations to promote trade, and investment. Consumers will be impressed and it will give a competitive advantage in the rubber industry.

In addition, brand value communication enables consumers to create Brand Loyalty and trust and come back to buy Thai rubber products again. Thailand has to focus on four main points: 1) post-sales management 2) maintaining good relationships with consumers 3) reasonable prices. To create satisfaction and 4) the seller's communication skills in both language and experience. These factors influence consumers' repeat buying behavior. More importantly, Other Proprietary Brand Equity can create a competitive advantage that differentiates and add value to Thai rubber products such as, research and development, technology and innovation for products, quality control and development, raising the standard of rubber products, preparing

quality labels, managing production areas and the number of rubber products aggressively by using Agri-Map or creating incentives for producers, both farmers, agricultural institutions, rubber farmers and entrepreneurs to change the attitude and behavior to be able to add the value of rubber products for export as well as coordinating research and development cooperation with international organizations and rubber research institutes around the world and supporting international trade negotiations, especially trade protectionism.

The model is the result of research from the perspective of domestic manufacturers (inside-out), including the rubber and rubber products manufacturers of Thailand, consisting of the Rubber Farmers Institute, private entrepreneurs and those with the role for making the decision to purchase Thai rubber and the perspective of the overseas consumer (Outside-in) includes consumers from the former market, namely the People's Republic of China and the new market consumers of Qatar, Saudi Arabia, Bangladesh and the United Kingdom. As a result, the results of communication of Thai rubber brands in order to increase the brand value of Thai rubber products in the global market.

4.4.2 Results from the strategy of communicating the Thai rubber brands to the global market and the approach of Thai rubber as a business ambassador. In this section, the researcher applied the concept of Strategic Brand Management and Brand Communication as the main concept towards the modeling application. It can be summarized as shown in the diagram as follows:

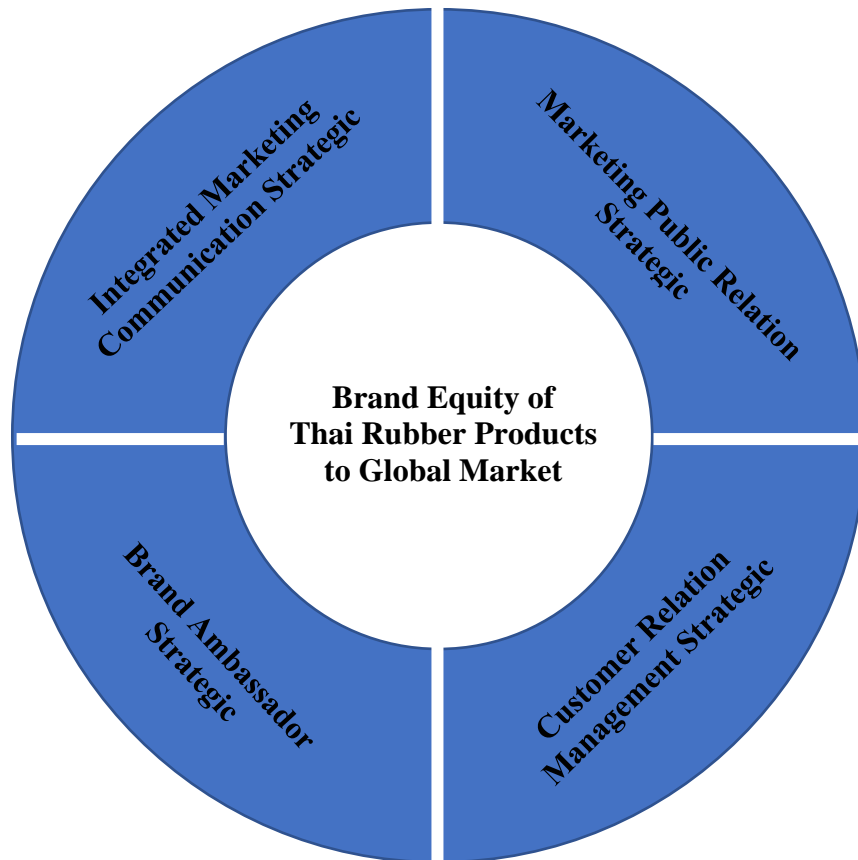


Figure 4.2 Strategic Brand Management and Brand Communication of Thai Rubber to Global Market

Strategy model for communicating Thai rubber brands to the global market and Thai rubber approaches as business ambassadors to create a brand value of Thai rubber products to the global market consists of 4 key strategies as follows:

4.4.2.1 Integrated Marketing Communication Strategic

To create awareness of information and create interest in Thai rubber products to foreign consumers in a variety of ways and to use effective and suitable communication tools that are consistent with the product or service. The government agency is Rubber Authority of Thailand as the center and the main host for all marketing communication channels because it is an organization that is reliable and able to integrate with other organizations to communicate with consumers abroad. Activities and forms of communication of Thai rubber brands to the global market are presented as follows:

1) Advertising: To create awareness, understanding, and motivation in making the purchase of rubber products from Thailand. Especially, for new market consumers who may not know and have never tried using rubber products from Thailand. It will be able to reach a wide range of target customers globally.

.2) Event Marketing: For example, organizing the Thailand Rubber Expo annually, business matching activities between rubber product manufacturers and buyers in Thailand, international marketing activities such as participating in various festival fairs, Road / Trade Show activities. It would be a strategy that is suitable for rubber products to encourage consumers to develop purchasing behavior. But for the primary processed rubber products, technology, innovation should be introduced to create awareness of the quality and production process of the product.

3) Point-of-Purchase Communications: For example, the establishment of rubber products exhibition and distribution center in the target market country or in various major tourist areas. (Latex pillow / mattress), Rubber Trade Promotion Office in the target market, One-Stop Service on rubber and rubber products to influence consumers' purchasing behavior at the point of purchase.

4) Sales Promotion: For example, activities to persuade domestic and foreign investors to invest in industries that use rubber as raw material in Thailand, support low-interest funds in machinery modifications to increase productivity and production costs in the rubber/rubberwood processing industry. This form of communication is appropriate and consistent with rubber products. It will encourage consumers, old and new markets to quickly decide to buy rubber products. However, these activities should be organized in conjunction with Event marketing or Sponsorship Marketing in various events such as Academic Conference, International Trade Show or Road Show. Consumers will be present at the event to get to know new manufacturers and businessmen. In particular, conventions that consumers are interested in sponsoring such events.

5) Direct Marketing Communications: For example, urging government agencies to use rubber products produced from domestic factories as a model for marketing communications with other consumers both at domestic and abroad. For communication via email, the original market consumer is used to meet and

arrange negotiations. While new market consumers are used to offering new products, product prices, or promotions. But there must be a target group or a database specific to the business of rubber products.

6) Public Relations: To create a better image for the rubber brand rather than only selling rubber products. Production of media and dissemination of information such as news of rubber products with quality control through the rubber market through various media such as Rubber Authority of Thailand website, brochures, and video. In particular, directly communicating with traders or consumers who are interested in rubber products or products.

7) Personal Selling: It is a one-on-one communication to convince consumers to buy and try products. In the rubber business industry, there will be brokers who play a role in purchasing decisions of rubber products to consumers. In addition, a group of Thai rubber producers, such as farmers or the Rubber Farmers Institute, will appoint Rubber Authority of Thailand as a representative in order to open the market to the producers. Consumers, both existing and new markets, focus on a form of marketing communication with sales by employees or marketers because they will make the rubber products of Thailand more quickly known and make the first impression on the product. They are able to reach consumers and make the most of their purchasing decisions.

8) Sponsorship Marketing: It is a marketing communication activity that Thailand or the Thai government attaches importance to investing in marketing activities. For example, financial measures to induce the private sector to produce products to replace imports from abroad or to increase exports of rubber products, tax measures to incentivize the private sector to invest in research and development.

4.4.2.2 Customer Relationship Management Strategic

To create understanding, perception and a positive attitude towards products or services, with a focus on developing the relationship between the producer and the consumer for long-term benefits. Communication formats for rubber business brands include observations, factory visits, production processes to build consumer brand confidence and credibility. At the same time, if a consumer who is a regular customer has problems with the use of a product or service or in the event of

dissatisfaction from the consumer, such activity will be an activity of sincerity and appropriate responsibility in each situation. It is to build a good relationship with foreign consumers deeply in order to gain trust. Integrity in doing business can help foster loyalty from the customer to the organization or the company. Providing an example of rubber products to consumers would be appropriate for creating new customers or finding new customers. Providing samples or references of customers who choose to use Thai rubber products or products is to give customers confidence and satisfaction in the product or rubber product along with improving the service process. Handling complaints from clients and stakeholders to be convenient, fast, transparent and verifiable as well as developing communication channels, building relationships, disclosing information in a transparent, efficient manner to the public.

4.4.2.3 Brand Ambassador Strategy

Guidelines for using rubber as a brand ambassador also need to rely on personal media as a means of communicating rubber products. Because rubber is an agricultural product with a variety of products and targets specific consumer groups. It is not a common type of agricultural product that can be purchased from any source. Designating rubber as Thailand's agricultural ambassador must also be aware of the presence of knowledge, experience, social values, environmental and social context, support, communication, and relationship building. It goes through personal media by creating and using well-known people, who are credible to act as publicity agents for rubber products or to excel at selling products or rubber products. It will be proactive marketing of Thailand's rubber products and influence the decisions of trade and investment with Thailand. Thailand must have Mr. Rubber in each area and each region such as Europe, Asia, and China. To analyze the rubber situation, consumer behavior and country-specific reports for further planning and response. We should designate personnel with expertise called Rubber Technology to act as brand ambassadors in order to create a direct understanding of our customers to exchange knowledge between each other. It will create a repeat purchase behavior. A suitable person should be a researcher or a scientist. These people all have knowledge and experience that can create satisfaction with the consumers.

4.4.2.4 Marketing Public Relations Strategies

Strategies that are important for communicating the Thai rubber brands to the global market are divided into 2 types as follows:

1) Proactive marketing can raise awareness, credibility, positive attitudes, and behaviors of consumers towards products and services. It consists of various activities as follows:

(1) Organizing an international rubber academic seminar in Thailand annually or participating in international activities such as China Rubber Conference or World Rubber Summit or Global Rubber Conference to serve as a platform for promoting rubber products in Thailand by using media of beliefs such as researchers, scholars, scientists, presenting and communicating research, development and academic works to provide information about natural rubber products or products that are Made from natural rubber

(2) Support funds for observation, exchange and research to scholars/researchers researching related to rubber along with seeking and coordinating rubber research and development cooperation with international organizations related to rubber and rubber research institutes of various countries.

(3) Creating the image of the organization or the company as an agent for distributors of rubber products in Thailand. These groups will act as a salesperson directly to Thailand. They will use the same language communication. Creating the image of the product and building the confidence of the consumer by the dealer will help marketing from the market survey, customer satisfaction, marketing planning together. Whether it is an original branded product or a new brand, it will help lower the manufacturer's cost in marketing.

2) Public relations for reactive marketing: public relations to correct the reputation, image of brands, products, services and organizations as well as protecting the market share in order to support influences from external factors and competitors. It consists of various activities as follows:

(1) Establish a brand of rubber products and promote the image in the target market and create a label to certify the quality of rubber products.

(2) Marketing publicity will create added value for rubber products. The public sector must play a key role in the implementation of education, research and knowledge transfer, including:

(2.1) Promote and support the formulation of research topics based on problems/needs of the private business sector, and drive or create incentives for the use of research results for commercial use and development.

(2.2) Survey data on demand for rubber products of government and private sectors to be used as information in planning to promote the production of rubber products for the Rubber Farmers Institute, including studies/analysis/research to identify trends and opportunities in Expanding the export market of rubber products to new potential markets.

(2.3) Study and develop the logistics & Supply Chain system for the rubber industry in order to connect the rubber industry with various supporting parts of the domestic and foreign markets.

(2.4) Establish a rubber research and development institute with adequate support for tools, budgets, and personnel such as the Tire Research Institute, Medical Rubber Research Institute, Engineering Rubber Research Institute, Nanocomposite Rubber Research Institute, Friendly Rubber Research Institute with the environment, the rubberwood product research and development institute, and Design Center, rubberwood products as well as the establishment of a specialized rubber education institution in Thailand and the establishment of a Business Incubation Center or Rubber Intelligence Center.

(3) Create a competitive advantage such as the development of trade infrastructure, investment, improving the rubber logistics system, the development of the rubber central market structure of Rubber Authority of Thailand, the amendment to the law and support international trade negotiations on trade protectionism issues.

(4) Build a reputation with an organization or Thailand by promoting good corporate governance and showing social and environmental responsibility. It will create an advantage compared to competitors from other producing countries. New markets will focus on and be aware of social and environmental responsibility. It has an effect on trade and investment in Thailand as

well. However, the information that Thailand should offer products from natural rubber without any chemical substances.

3) The study of factors affecting the communication of Thai rubber brands to the global market.

In this section, the researcher has adopted the conceptual framework of SWOT Analysis, Competitor Analysis, and Consumer Behavior in the modeling application. It can be summarized as shown in the diagram as follows:

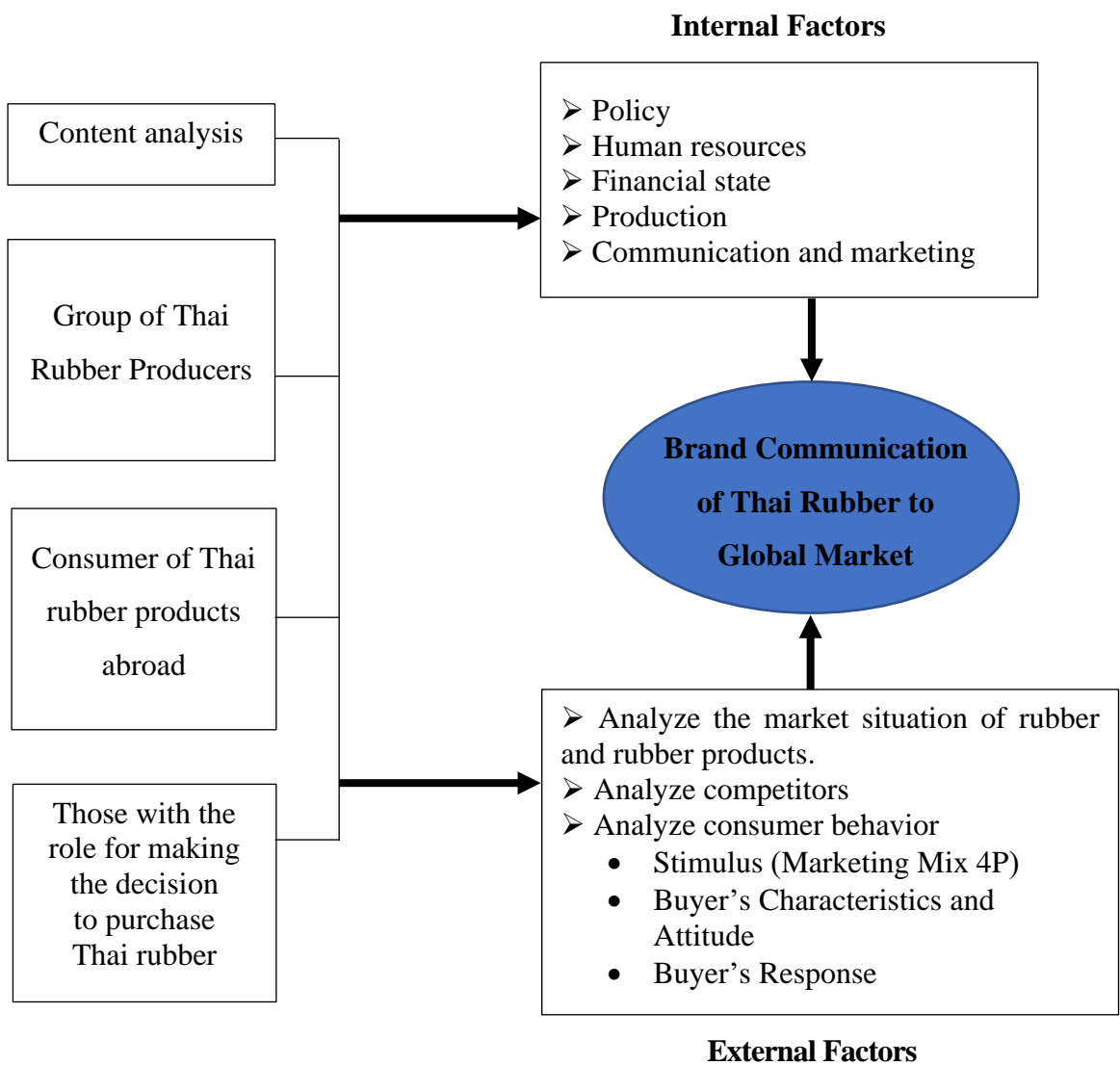


Figure 4.3 Factors affecting for Brand Communication of Thai Rubber to Global Market

Factors affecting the communication of Thai rubber brands to the global market can be concluded that there are internal and external factors for communicating the Thai rubber brands to the global market as follows:

(1) Internal Factors: The ability and readiness to communicate Thailand's rubber brands consist of:

(1.1) Policy: Thailand has established Rubber Authority of Thailand to be responsible for and manage the country's rubber system completely and to drive the Thailand 20-Year Natural Rubber Strategic Plan (B.E. 2560-2579) to solve problems at the structural level and aim to increase the consumption of rubber in the country and focus on exporting rubber products. It will reduce the impact of the rubber price situation and lay the foundation for the sustainable growth of the Thai rubber industry. The government sector has the policy to communicate Thai rubber brands to global markets including upstream, midstream, downstream research and development, and marketing to develop Thailand as the center of rubber products in the ASEAN region. Adjustment and formulation of counterfeit product issues affect the image of rubber products in Thailand. We should revise the laws related to rubber to facilitate the development of the entire rubber industry in order to create incentives for investors and the policy to create and communicate Thai rubber brands by presenting quality differences to provide foreign consumers with more knowledge and understanding, as well as to build cooperation with rubber producing countries in foreign forums to communicate and solve problems as well as pushing the issue of rubber to be an important agricultural agenda in the ASEAN region.

(1.2) Human resources: The government has urgently set a guideline for human resource development because Thailand is expected to enter the aging society in B.E. 2574. The national rubber industry is facing the problem of labor shortage in the rubber industry as well as skills, knowledge, and competence of personnel in business management and communication. Therefore, Thailand has a plan to develop the potential of rubber farmers to become Smart Farmer to develop Rubber Farmer Institutes and entrepreneurs to become Smart Group and to develop employees of Rubber Authority of Thailand as a system for managing rubber systems as a Smart Officer.

(1.3) Financial state: Thailand is also facing the problem of economic expansion that is below its potential. Because of the slowdown in domestic investment and the global economic situation that has not fully recovered. Thai economic structure cannot be driven by innovation at full efficiency. The agricultural sector has a low level of productivity and a lack of technology to increase production efficiency. Thai workers still have problems with quality and performance that are inconsistent with the needs of driving the country's development. Rubber farmers have to rely on marketing through the middleman system, which affects rubber prices and the income of rubber farmers. However, Thailand has funding from Rubber Authority of Thailand to develop the entire rubber system. However, the government sector needs to introduce financial measures to induce more entrepreneurs to increase their exports of rubber products and should produce products to replace imported from abroad and develop credit for Rubber Farmer Institutes or private companies to expand the scope of the business.

(1.4) Production: The impacts of global climate change and the degradation of ecosystems damage agricultural products. Although Thailand has an area suitable for rubber cultivation throughout the country. But the quantity of natural rubber products per rai of Thailand is likely to decline. Over the past 4-5 years, the productivity of the country's natural rubber products may decline in the future. Therefore, Thailand should have a solution to the productivity problem under the management of Rubber Authority of Thailand, namely the management of each planted area to be at the equilibrium level with the demand for rubber, both rubber logistics management. Systems across the country to be consistent and create a competitive advantage for the rubber industry. It includes the need to establish a national rubber database along with developing communication systems and transferring knowledge and research in production, processing, economic and industrial areas to stakeholders in both the public and private sectors as well as rubber farmers can be concrete to improve productivity and add value as much as possible.

(1.5) Communication and marketing: It is divided into domestic communication and marketing in order to have the speed and unity of alliances. Driving policies or the rubber industry closely by using the nationwide rubber stakeholder registers for multi-dimensional stakeholder management and international

communication and marketing. These include building an image for Rubber Authority of Thailand, branding, setting up a service center, a research center and a display and distribution center in the target market country, participating in business matching activities, and seeking cooperation with foreign countries for research development. Especially at the ASEAN regional level.

(2) External Factors: The external environment that affects the communication of Thai rubber brands in the global market. It consists of the market situation of rubber and rubber products, competitors and consumer behavior.

(2.1) The market situation of rubber and rubber products is as follows: (1) Demographic change: The world population is constantly increasing. As a result, the demand for food will increase as well. It affected the rubber plantation area, partly being modified to cultivate food crops. It could have resulted in a decrease in the production of rubber and a limited number of quality labor and labor resources. It could have an impact on labor, agriculture and the rubber industry. (2) Economic situation: The trade war situation between the United States and China has changed the global economy along with Thailand's large rubber consumer market, India's tax protection measures restrictions. More importantly, investing in rubber cultivation in China and India and in the CLMV countries includes Cambodia, Laos, Myanmar, and Vietnam, and more African countries will affect rubber prices, and Thailand's income from exporting rubber products decreased. It could result in Thailand being a market share with other rubber-producing countries. It affects the process of marketing communication with foreign countries. In addition, the current Thai economy makes it difficult to sell products in the country at a higher price than abroad, and opening up the target market is difficult as well as political uncertainty. These are important factors for private investment. In addition, household debt remained high, exports were sluggish and agricultural sectors were still affected by drought and production seasons. These are the constraints of economic expansion affecting the entire rubber system. (3) Physical environment: Due to the global warming and the use of other products to replace natural rubber, the long-term demand for natural rubber has become more restrictive or obstacle. (4) Technology: There are developments that have both positive and negative effects on the agricultural sector and the rubber industry. However, the public sector needs to develop itself to keep up with

the situation and the context of the continuous innovation environment. It also has to support, promote, push and fix those involved in the rubber industry to be able to compete and survive in the face of any change. In particular, communicating the advantages in infrastructure development of Thailand for being the center of the ASEAN economy. It will be an opportunity to add value to the Thai rubber industry as a distribution center for rubber products.

(2.2) Competitors: When considering competitors for rubber products, it was found that Thailand has a suitable area for rubber cultivation. Thailand is the number 1 producer and exporter of natural rubber in the world and has the quality of rubber products that are superior to competitors. But the price is higher when compared to other producing countries. In particular, the CLMV countries include Cambodia, Laos, Myanmar and Vietnam which tend to increase productivity and lower prices than Thailand. Therefore, rubber block rubber, RSS and concentrated latex are commodities that many rubber producing countries around the world can produce. But Thailand has to create a brand for such products by creating awareness of differences in product quality when compared to other producing countries and competitors for rubber products. A rubber product factory located in Thailand has several cost advantages compared to setting up a factory in China. But all that needs to be done is to create new innovations in products, reduce production costs and establish product standards accordingly. In this regard, both types of products also have communication requirements to gain an advantage under the imposition of trade protection measures in the form of environmental standards of consumer countries such as FSC, PEFC, and CoC standards. Therefore, the country has to develop Thai rubber in accordance with the trend of international consumer demand.

(2.3) Consumer behavior: Consumer factors of both old and new markets will be influenced towards decision-making behavior for buying rubber products in Thailand that can summarize 3 issues as follows:

(2.3.1) Marketing stimuli include rubber products, prices, distribution and marketing promotion. Consumers will pay more attention to the quality of rubber products. If rubber products are in demand by consumers and have a quality production process that can be developed continuously in the future, it will create added value to the market for the product. Other external

stimuli are economy, technology, politics, and culture. These factors influence buying attitudes and purchasing decisions for the two groups of consumers differently. Consumers in new markets think that technology and process innovation are the most important factors because they can attract consumer attention and investment. Consumers like new, modern and standard things. While consumers in the original market think that the most important factor affecting the rubber business is the international political environment affecting the volatile rubber prices.

(2.3.2) In terms of consumer attitudes and feelings and the purchasing decision process, it was found that consumers in new markets consider factors that influence their purchasing decisions, namely psychological factors because most foreign consumers or businessmen will have the opportunity to exchange with business people together, giving them knowledge, ideas, beliefs and experiences and positive attitudes towards the consumption of rubber products from Thailand. Buying decisions are based on personal factors such as occupation, income, economic opportunity, education, personal life, and one more factor is the cultural factor. It is an important decision-making issue with a focus on good manners, honesty, a commitment to providing information from the country of origin. It will create a positive attitude towards buyers for getting to know and meeting each other for the first time. While consumers in the original market consider psychological factors to have positive experiences and attitudes towards consuming raw materials from Thailand. For the social factor, a group of businessmen who have used products and services from a particular manufacturer will have confidence and word of mouth in using that product including the confidence in increasing the volume of orders if they are satisfied with the products and services as well.

(2.3.3) The responses of consumers as decision-makers to buy rubber products from Thailand include product, price, brand, seller, time, trading volume. But the most important factor for consumers in both new and original markets is Rubber products or products must have quality, followed by price in order to open overseas markets. However, consumers from original markets also focus on the brand of the product that decides which source is good. Sometimes, the prices are not that different, but the feeling of the brand is different. It can influence customers' purchasing decisions for maximum peace of mind and confidence.

In conclusion, the study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market”. It can be summarized as shown in the diagram as follows:

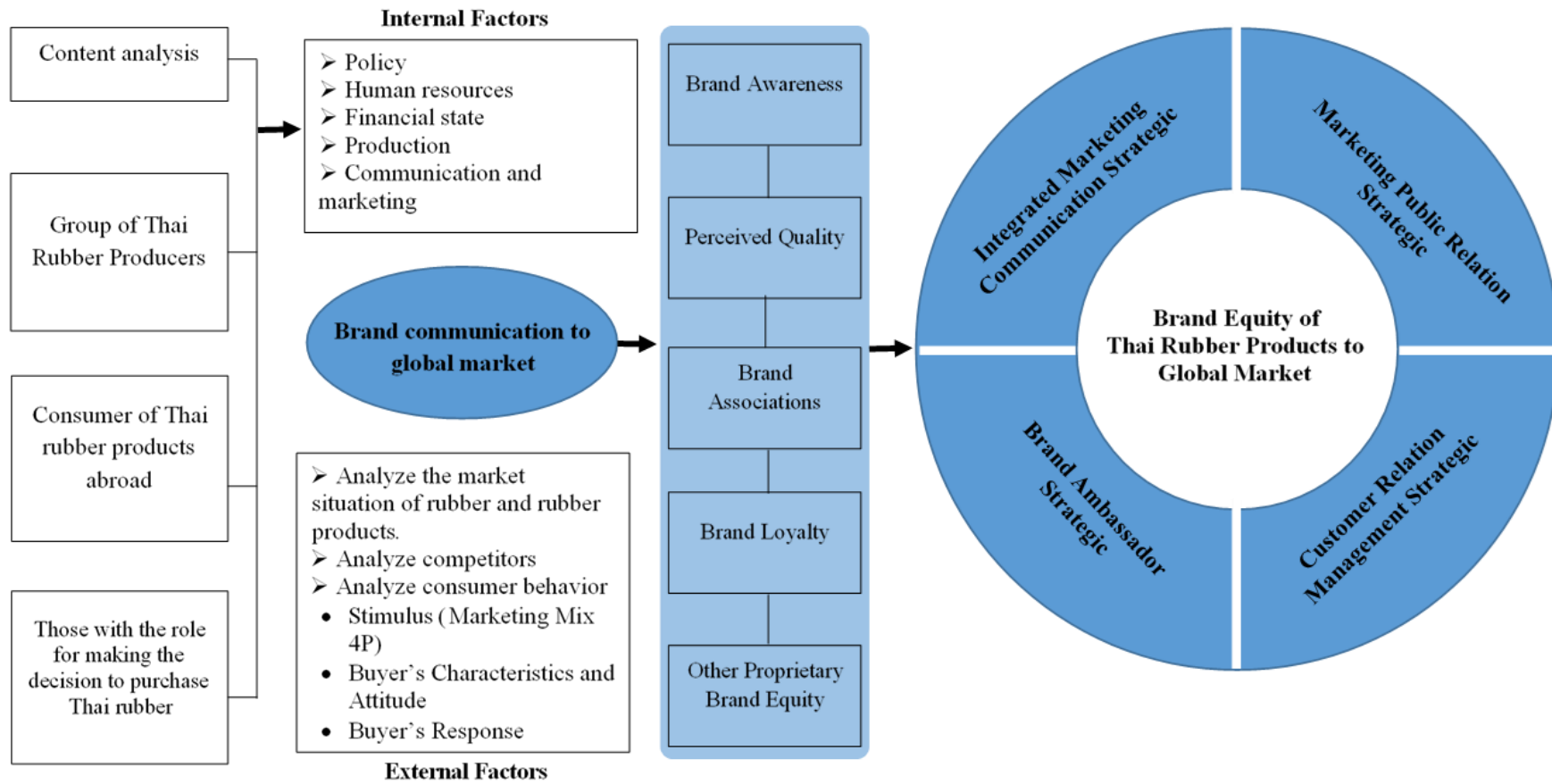


Figure 4.4 Brand Communication of Thai Rubber as Agricultural Commodity to Global market

CHAPTER 5

DISCUSSIONS OF RESEARCH FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

The study titled, “Innovation of Agricultural Brand Communication for Value-Added in Thai Rubber to Global Market” has four research objectives. The first is to study the brand building communications process of Thai rubber to create more value in the global market. Secondly, to study the brand communications strategy for Thai rubber to enter the global market and become Thailand’s business ambassador. Thirdly, to study the factors that have an impact on propelling the Thai rubber brand to the global market. Finally, to develop the brand communications framework for developing Thai rubber as an agricultural product in the global market.

The researcher presents the discussion of the research findings, conclusions, and recommendations in the following sections.

5.1 Summary of Research Findings

5.1.1 To study the brand building communications process of Thai rubber to create more value in the global market is presented in the following section. The research findings regarding Thai rubber brand communications as an agricultural product to create value added for promotion to the global market are in line with the brand equity framework. There are five components of brand equity as explained in the following section.

Brand Awareness Component

1) The government has the policy and emphasizes the importance in creating brand awareness for Thai rubber goods and products. Rubber Authority of

Thailand, Ministry of Agriculture and Cooperatives, was charged with the responsibility to coordinate the integrated rubber operations. This includes being in charge of funding management and promotion of Thailand as the center of the rubber industry. Thus, it is necessary to analyze, research, develop, and disseminate information technology about rubber. Also, it has to manage the rubber prices to ensure stability. In addition, it has to support new farmers for new cultivation. Assistance has to be provided for the rubber farmers, rubber farmers institutes, rubber enterprises in terms of knowledge, finance, production, industrial processing, marketing, and other relevant business operations. The goal is to increase the income and quality of life. Rubber Authority of Thailand has created the vision, “Rubber Authority of Thailand is a global leading organization that manages the entire rubber supply chain. Thus, it is critical to create brand awareness for Thai rubber and value added to create more value in the global market as categorized in the following section.

(1) Thai rubber brand communications for raw materials such as block rubber, smoked rubber sheet, and latex, are aimed to make them well-known in foreign markets. However, there is no need to create brands for these products this is because rubber farmer institutes and rubber enterprises in the private sector have exported these processed goods, which are all branded. These brands enable tracing back to the source of origin. Yet, in this product group there is a need to create differentiation in terms of quality having the same standard nationwide. It is important for Thailand to maintain the quality of rubber in order to achieve credibility, reliability, and reasonable quality. These are important factors for the decision making. The structure of rubber brand awareness has to include the country of origin information or “Made in Thailand”.

(2) Branding of rubber products could be done under the name, “Rubber Product of Thailand”. This creates awareness of the strong point regarding the quality of the rubber products as raw materials. This would help the recall of rubber brand communications by consumers in the world market. Also, it should be combined with public relations for Thailand so that the global market would recognize quality and standard of Thai rubber products.

Thus, the critical elements in brand awareness includes making consumers recognize and recall Thai rubber as quality and standardized products. It is necessary to communicate about the attributes of Thai rubber as having quality and standardized production. The management of agricultural products as well as the system to certify and check the quality for acceptance in both domestic and international markets. Today, foreign consumers have awareness, recognize, and recall that Thailand is the world leading (ranked number 1) producer and exporter of rubber. Thai rubber has superior quality although it has higher price compared with goods and products from other countries.

2) The government has the policy to create understanding among the various agencies in Thailand. The goal is to create participation within the rubber industry so that they would understand the content. It is critical for them to feel ownership and have the willingness to propel Thai rubber to achieve the goal that has been set. This would lead to the utilization of resources and integration of all processes for common benefit.

3) Brand awareness of Thai rubber goods and products from the perspective of international markets can be examined. They view that Thailand should present and create awareness that Thailand is the world leading producer and exporter of rubber (ranked number 1) as well as the reputation as the world leader in rubber quality production in a variety of products. It is important to expedite implementation of public relations and communicate to consumers for understanding about the quality of goods and products. Although, the price is higher when compared to competitors, consumers would acknowledge the quality and price of rubber products from Thailand.

4) The ability to provide services of rubber products has to be appealing to consumers. It is found that the Rubber Authority of Thailand has developed the supply and value chain of rubber products. This is done to promote the potential and competitiveness in terms of knowledge, finance, production, processing, industry, and marketing. Also, the farmers have to be promoted to become Smart Farmers, while the rubber farmer institutes to become Smart Groups. The rubber industry needs to create value added by processing natural rubber for export and domestic use as well as the drive to promote Thailand as the world's major exporter and producer of rubber.

5) Rubber Authority of Thailand is the government agency that needs to have good cooperate governance and corporate social responsibility. This is necessary to respond to the needs of business partners in both domestic and international markets. Thus, it has to adjust and modify the regulations, rules, and orders to be in line with its mission that would lead to the systematic development of the rubber industry. Most importantly as the main organization in charge of rubber, it should have the policy to develop communication channels, create relationships, and have transparent information practices. This should be conducive to public relations that would promote consumers around to world to purchase Thai rubber.

Perceived Quality Component

1) Thailand should determine goals in creating competitive advantage to develop the product quality of agricultural products for certification at both the domestic and international levels. In addition, it should promote the brand development of agricultural products in each region by creating stories so that consumers would know and accept the perceived brand quality. This is particularly important in the medical and health industries leading to the subsequent development in other industries with consideration to volume and quality based on the domestic and international market needs. Today health products are gaining popularity in the Middle East market. Thailand has the strong point in terms of rubber as a raw material quality. Consumers believe that Thailand should maintain its reputation as the quality producer of rubber as raw materials. Consumers explain that they purchase Thai rubber because of its quality.

2) Thai rubber is a product recognized as having the reputation for quality that is number one in the world. This is because it has features that is different from other countries, which is consistently high quality products from standardized control under the regulation of government agencies. However, Thailand needs to create awareness and understanding in the quality of rubber. Also, it needs to promote rubber products as raw materials that can be processed to develop other products. Thailand has the policy to support the creation of opportunity to strengthen and increase competitiveness by raising

the standard for rubber farmer institutes and industry producers. The goal is to produce value added through processing products for exports and use of rubber in the country. In addition, it is necessary to create awareness regarding the quality by developing clear brand identity. This includes the development of product packaging that has high quality and differentiation to promote sales in various markets, particularly in the international markets under suitable pricing strategies. Such actions are critical to maintain the reputation in the market as the leading quality producer of rubber as raw material and products.

3) Thailand should focus on the importance of research and technology development as well as innovation in cultivation and tapping for maximum productivity. Research and development should be done to create new products with emphasis in using natural rubber and/or value added through environmental friendliness such as green rubber and rubber nanocomposites. Research and development of new products should include non-rubber products that are not traditionally made from latex. There should be transfer of technology know how and innovation regarding rubber/rubber wood from abroad. In addition, there has to be a policy to establish a research and development institute for rubber, which has support in terms of tools, budget, and human resources. This could be rubber tire institute, rubber for use in medical institute, rubber for use in engineering, rubber nanocomposites, green or environmentally friendly rubber institute, or rubber wood research and development institute as well as design center, rubber education institute, business incubation center, and rubber intelligence center. There has to be a main agency in development and production of research for added value to fulfill the needs of all stakeholders from upstream, midstream, and downstream of the supply chain, which is the Rubber Authority of Thailand. It has the responsibility in integrating cooperation with all relevant agencies both in the country and abroad. In addition, it has to develop a database and connect to rubber research from both domestic and international sources. These will impact the awareness of quality among consumers.

4) Communications aimed at foreign consumers so that they would know that Thailand produces the highest quality products. Thailand should develop rubber products from the upstream to the downstream. It is important to ensure consistent quality

as well as integration among government agencies, farmers, rubber farmers institutes, and producers. Moreover, products that are relevant to consumers need to be introduced such as in the vehicle industry. Both existing and new markets acknowledge the quality of Thai rubber that could be used well in every industry. It is important to enhance the capability in providing service through development of a platform to show the business performance supported with marketing channels and making payment online. This would support the growth in the industry and business in the future.

Brand Association Component

1) The strong point of Thai rubber is quality and service. In addition, the selling and buying of rubber from Thailand that is impressive and well accepted from consumers. This would lead to trust in the perceived quality of Thai rubber. Price and packaging of rubber should be suitable and beautiful, when compared to other rubber producing countries. Thailand has many companies that have a good reputation so that consumers can be confident in the business dealings. However, in the case of new of new products, Thailand should promote and create differentiation in terms of price in order to be competitive. Sellers and presenters are important in creating the image for rubber goods and products. For instance, smoked rubber sheets from Thailand is more reputed for quality than those from other rubber producers. Both the traditional markets such as China and new markets such as the Middle East are confident in the quality of the brand of products that they have used before. In the case of new products that they have never used, it is important to get them to know the new brand for a certain period. It is critical to use suitable price strategy in order to facilitate the consumer purchase decision.

2) Thailand has the competitive advantage in geographic location for growing rubber. It has large production capacity that enables value added that is connected to the promotion of regional cultivation resulting in the differentiation of Thai agricultural products in the global market that fulfills the needs of the consumers. This has to be differentiated. More importantly, Thailand has a good logistics system and standard that is

based on the country's regional location. The country should promote transport and logistics to become the regional base for exports to the global market.

3) The government has the policy in making Thailand an attractive and appealing destination of business tourism. The country has been promoted as the center for international meetings and exhibitions. Thailand has the competitive advantage in terms of geography that is suitable for business and tourism. In addition, the country is endowed with unique service reputation. It has to develop the transportation infrastructure to improve movement of products both by rail and by sea. The port has to be ready to transport Thai rubber exports by improving/developing the facilities to support trade to attract foreign investors. This would be conducive to promoting Thai rubber business. The use of digital systems for communications would provide convenience for travel that facilitates meetings and business cooperation. This would build varied channels to present the products both in reality and virtual reality. In addition, there should be recreation periods during the meetings in order to entice investors. The role in creating relationships between Thai rubber brands and consumers through communications to create motivation are presented in the following section.

(1) The Rubber Authority of Thailand has to create the corporate image to be the meeting and academic seminar host for national rubber in order to disseminate knowledge about rubber and rubber wood.

(2) Create brand association as the country producing 100% natural rubber. It has to quickly support the establishment of the trade center for Thai rubber products in major tourist destinations (emphasis on pillows and mattresses).

(3) Development of market and distribution channels for Thai rubber in Thailand by organizing the Thailand Rubber Expo every year. There should be a promotion for Thai government agencies to use rubber products produced domestically. In addition, there should be business matching between rubber producers and buyers in Thailand. There should also be promotion to support startups that emphasize the use of technology/innovation in the production of rubber products.

(4) Market and distribution channel development for domestic rubber products has to promote rubber products in order to open international markets through various activities such as exhibition and roadshows in target country markets. It is necessary to present benefits and motivation to invite investors to produce rubber goods in Thailand.

(5) The integrated rubber service and products center has to be created. The Rubber Authority of Thailand should improve the information technology to support service and integrated rubber systems that are unified, accurate, and modern. This would be the integrated information center for rubber.

(6) There should be improvement of the market to support rubber processing and standardization of rubber products to promote the rubber market for Thailand. This has to be done under the responsibility of the Rubber Authority of Thailand. It should be in the electronics form that is connected to the documentation of trade in each of the local rubber markets in order to pool the volume and price for global reference. In addition, there has to be guidelines to support the cooperation among rubber producing countries to create stability in management the supply and demand in the global market.

4) Thailand gives importance to the modification of laws and its subsequent enforcement. Laws that are relevant to rubber have been modified to be conducive to the systematic development of the Thai rubber industry in particular the Rubber Act and Rubber Control Act to be in line with the current situation. The revisions and amendments have been done to support Foreign Direct Investment (FDI) in the rubber industry to increase benefits to attract foreign investors to invest more in Thailand. The Rubber City has to be developed in addition to the promotion of FDI. This would include financial benefits to entice Thai producers to produce rubber to replace foreign imports.

Brand Loyalty

1) Creation of brand loyalty has to promote the government sector to be committed to implement activities in line with policies and goals. The government sector has to promote the use of rubber in the domestic market. There needs to be the drive and

support for government agencies to use rubber products made in Thai factories. This action would be a model for other targets and create confidence for both local and international consumers. The government sector should use Thai rubber goods and products.

2) Producers and distributors of rubber goods and products needs to be promoted in international markets along with the government sector, rubber farmer institutes, and rubber enterprises in the private sector. They need to be aware of the importance in terms continuous maintenance of quality and sincerity in doing business. There has to be responsible to the product and quality as well as transport and payment that is speedily convenient. This would have an effect on the repeat purchase of Thai rubber brand.

3) Brand loyalty occurs when producers create a good and strong relationship with consumers resulting in trust. In particular, when the product has a problem, the producer has to provide advice and solve the issue quickly. This is a technique to create trust that requires the use of experts, which includes the use of Rubber Technology to create direct understanding with customers enabling exchanges of information. Management need to have responsibility in communicating with their own customers with communications skills through the use of language and experience that impact the repeat behavior of consumers. The indirect effect is the reduction in costs for both the producer and consumers. In addition, they have to be trustworthy in the production of rubber products within the context of a volatile market. This would lead to repeat purchase of products and services.

4) The government should have the policy to create and develop infrastructure for the rubber market. The Rubber Authority of Thailand should create trust in the rubber market by increasing the number of buyers, sellers, and volume. There has to be value creation in the Thai rubber market in conjunction with the improvement of information technology to have a systematic means to collect data and disseminate information. The government and private sectors have to be unified and provide information that is complete, accurate, and clear that is both in width and breadth. Also, it has to be modern up-to-date. The information has to be shared using information

technology among all stakeholders to adapt to changes that might happen in the future. There has to be tools in creating the relationship and association with the organization's brand.

Other Proprietary Brand Assets Components

1) Thailand has to create competitive advantage as an agricultural product in terms of differentiation and value added. The agricultural products and services need to have brand communications as follows:

(1) The promotion of technology and innovation has to develop agricultural products in terms of new products that have higher value that is in line with the varied demands of the market. There has to be research institutions that lead to commercial production and technology support for new innovation in creating smart packaging. This would protect from contamination to control the quality and safety. There has to be follow-up during the transport as well as extending the shelf life of agricultural products. Packaging helps to create value added for products and promotes the creation of the brand as well as ensures channel of distribution. Information technology requires emphasis on the trademark for protection of intellectual property.

(2) Quality development is critical in uplifting the standard along the entire supply chain. There has to be policies supporting rubber farmers in a sustainable manner through certification (FSC/PEFC/TIS 14061). Quality/standard of processed rubber products has to control downstream producers and promote the rubber farmer institutes to improve/develop quality to meet FSC/PEFC/TIS 14061 and GMP standards.

(3) Revision of TIS standards for all categories of rubber products to be in line with international standards. In addition, there is support for producers and rubber farmer institutes to modify/develop rubber products to attain TIS and international standards. This is a means to ensure product quality of rubber products with the goal to attain a single standard for Thailand, which would increase value. In addition, each of the rubber product categories can have their own unique branding symbol so that consumers would remember it as a product that can be sold around the world. Also, this would help to

continuously maintain the quality and standard for rubber goods and products from Thailand.

(4) The promotion and support for laboratories for rubber certification needs to be implemented. Rubber products that have passed the examination would attain ISO-17025. It would also drive producers to make use of laboratories or testing centers in certification of rubber quality. In addition, there is a need to improve the process in requesting standard certification of rubber to ensure speed and convenience.

(5) There should be labelling to show rubber product certification, in the same way as the Electricity Generation Authority of Thailand (EGAT) has created the energy saving label. The Rubber Authority of Thailand and other relevant government agencies need to work together to integrate the awareness of Thai rubber among consumers. This would be done through the use of trademark, which embodies trust and acceptance that leads to purchase.

2) Creating competitive advantage for Thailand among other rubber producing countries is a necessary development that has to be communicated to create brand equity as follows:

(1) Rubber Authority of Thailand has the policy to manage the cultivation and production volume of rubber. It has developed a plan for the cultivation of rubber to ensure that is in line with the Agri-Map. This is a proactive action to drive the promotion of large plantation cultivation.

(2) Rewarding farmers and rubber farmers institutes would create value added for rubber products/rubber wood to achieve the desired goals. This would create motivation for change in order to reduce dependence on support from the government in the long term. This reward would also motivate domestic enterprises to process rubber products that can be exported in line with the goals. Consequently, this would lead to desired changes.

(3) Development of research and its subsequent commercialization has the guidelines to support the determination of business problems/needs. This is the motivation to use research and its commercialization by utilizing information, knowledge,

technology, and innovation from educational institutions, the government, and private sectors. There should be support for study tours, exchanges, and research and development for researchers working on rubber studies. In addition, there should be support for holding seminars for international rubber researchers in Thailand every year. The support should enable researchers to have access to this funding.

(4) The cooperation with international organizations and research communities to support international trade. Mitigating of non-tariff trade barriers for rubber and rubber products requires research and development at the international level between organizations and research units within various countries. There has to be cooperation for rubber research and development among researchers to produce works at the global level.

5.1.2 To study the brand communications strategy for Thai rubber to enter the global market and become Thailand's business ambassador

5.1.2.1 Content Analysis and in-depth interview from the perspective of Thai rubber producers concluding regarding the business ambassador communications strategy.

Thailand is a rubber producer. The Thai government, rubber farmers, private enterprises, and consumers in charge of making decisions to purchase Thai rubber have the perspective and give importance to brand communications propelling Thai rubber to the global market. This enhances the value added of Thai rubber. There is a guideline in communications and development that could be developed as explained in the following section.

1) Integrated Marketing Communications Strategy -Thai rubber producers have the policy to create brand communications. Rubber Authority of Thailand, is a government agency, that is the center and main host in implementing all marketing communications. This is because it is a credible organization that can cooperate with other organizations to communicate to international markets. They promote integration of various communication tools in line with the Thai rubber situation and consumer behavior in both existing and new targets. This would include the development of activities and communications that would propel the Thai rubber industry in the global market.

(1) Event Marketing is one form of integrated marketing communications tools to create credibility for consumers so that they would know about the products or services. This includes the Rubber Authority of Thailand, which holds the government policy to promote and support Thai rubber products in both the domestic and international market with activities as follows:

(1.1) Domestic activities such as the Thailand Rubber Expo annually wherein there would be business matching between rubber producers and buyers in Thailand.

(1.2) Marketing activities abroad such as joining exhibitions during major marketing events, business matching, and road/trade show in the target countries. This would be done through presentation of various motivation to invite investors to produce rubber products in Thailand. Moreover, road show or trade show is a strategy that is suitable for rubber products to stimulate consumer purchase behavior. For processed rubber there should be the presentation of technology and innovation for creating awareness of quality and production process. This income is not derived from joining the activities.

(2) Point-of-Purchase Communications is the communications aimed to exhibit products, which is influential to the consumer behavior in selecting products at the point-of-purchase, which includes the development of rubber exhibition and distribution in countries that are the target group or in important tourist destinations (emphasis on pillows/mattresses). There has to be the establishment of rubber promotion offices in the countries that are the target group in the form of a one stop service center to provide information about rubber and rubber products. It should provide information technology about rubber in a systematic, unified, accurate, and modern way. This would enable quick marketing operations that could be competitive when compared to other rubber producing countries.

(3) Sales Promotion is the communications tools that provides incentives to target consumers. This would lead to the motivation of Thai and foreign investors invest in industries promoting more use of rubber as raw material in the domestic

market. There should be support in providing low interest funding to change machinery in order increase productivity and provide funds for the processing of rubber/rubber wood.

(4) Direct Marketing Communications is the activities aimed at the target group that enables response in the form of product or service purchase. The government has to be stimulated to use more rubber products made from factories in Thailand. This would be the model for communications with target consumers in both domestic and international markets. E-mails could be sent for communications in negotiations and presentation to consumers.

(5) Public Relations is designed to give the rubber brand better image; however, it has to include content and disseminate information about rubber. This has to be managed through the market mechanisms in various media such as the website of Rubber Authority of Thailand, brochures, public relations video clips, and rubber products of Thailand. In addition, there has to be cooperation in creating stability in rubber prices through managing supply and demand in line with the global market. Today there is cooperation among the three major producers, which are Thailand, Indonesia, and Malaysia, the International Tripartite Rubber Council (ITRC).

(6) Personal selling is the communications aimed to let consumers purchase and try the product such as brokers in the rubber market, who have the role in making the decision to buy rubber goods and products. In addition, Thai rubber producers include rubber farmer institutes. Rubber Authority of Thailand is the representation of the farmers in opening new markets in the global market.

(7) Sponsorship Marketing is the communications activities wherein Thailand and the Thai government that has emphasis on marketing activities to achieve the goals that are in line with the National Strategy Plan B.E. 2561-2580 and the 20-year Rubber Master Plan (B.E. 2560-2579), which is detailed as follows:

(7.1) Create monetary funding to entice the private sector to create products to replace imports.

(7.2) The government would provide funding to rubber exporters.

(7.3) There has to be tax policies to entire the private sector in terms of research and development.

(7.4) Providing farmers and the rubber farmer institutes the capability to increase added value for rubber/rubber wood in order to achieve the goals in order to motivate change. This would reduce dependency on government funding in the long term and motive the producers in Thailand to process rubber products. The goal is to achieve export goals to motivate change.

(7.5) Support and promote farmers and rubber farmer institutes to improve/develop rubber products to achieve the TIS and international standards as well as to achieve the GMP standards for sales in the ITRC Regional Rubber Marketing: RRM.

(7.6) Promoting the rubber industry as well as rubber/rubber wood for domestic and international markets in order to seek marketing distribution channels to support processed rubber products that are of standard quality.

(7.7) Seeking technology know how and innovation from abroad and promote research and development of new products. There has to be emphasis on the use high volume/high value natural rubber.

2) Customer Relationship Strategy includes the following:

(1) The government has the policy to focus on the development and production of research that can add value and meet the needs of upstream, midstream, and downstream stakeholders to be competitive in the world market by cooperating in the sharing of resources between the public and private sectors with related operational activities as well as integration with related agencies in rubber, including rubber farmers, Rubber Farmers Institute, and rubber business operators to transfer research work into practice to develop research to make Thailand as the center of the rubber products industry. It is to build relationships with local stakeholders. Thailand will have a wide variety of rubber products and products to continuously increase sales or service to consumers and create long-term opportunities for the image and reputation of Thailand.

(2) Communication formats for rubber business brands include observations, factory visits, production processes to build consumer brand confidence and credibility. At the same time, if a consumer who is a regular customer has problems with the use of a product or service or in the event of dissatisfaction from the consumer, such activity will be an activity of sincerity and appropriate responsibility in each situation. It is to build a good relationship with foreign consumers deeply in order to gain trust. Integrity in doing business can help foster loyalty from the customer to the organization or the company.

(3) Providing samples Thai rubber products or products is to give customers. This way is suitable with new customer acquisition.

(4) Sampling or references of customers who choose to use Thai rubber products or products is to give customers confidence and satisfaction in the product or rubber product such as the product had already export to Germany and showing the document or photo for evidences in confident to consumers. Moreover, in case rubber products is export to Major tire manufacturers for examples, Michelin, Otani, Deestone, etc. Even, marketing communications with broker who play a role in purchasing decisions and close to the buyer directly. Consumers will be trust and a good relationship with the broker for determine and negotiate the price. If consumers and sellers have the same price that can be join the business.

(5) Improving the service process and handling complaints from clients and stakeholders to be convenient, fast, transparent and verifiable as well as developing communication channels, building relationships, disclosing information in a transparent, efficient manner to the public.

3) Brand Ambassador Strategy

(1) Thailand must have Mr. Rubber in each area in each region such as Europe, Asia, China, etc. to analyze the situation of rubber, consumer behavior and reports in each country for further planning and response.

(2) Assigning personnel with expertise called Rubber Technology to act as brand ambassadors to understand directly with customers, exchange

knowledge with each other, create the repurchase behavior to order products or use services from consumers again. A suitable person should be a researcher or a scientist. These people all have knowledge and experience that can create satisfaction for the consumers.

4) Marketing Public Relations Strategy

(1) Support the organization of an international rubber academic seminar in Thailand annually. To disseminate academic works on rubber/rubberwood and to mobilize research topics or participate in activities on the international stage, either China Rubber Conference or World Rubber Summit, or Global Rubber Conference to be a platform for promoting products and rubber products of Thailand Through a pro-active marketing model using trusted personal media such as researchers, academics, scientists in the form of research communication, development, and academic work. Rather, it is to influence, create awareness, awareness, and acceptance of natural rubber products or products made from natural rubber.

(2) Support funding for observation, exchange, and research for scholars/researchers researching rubber-related research along with seeking and coordinating rubber research and development cooperation with international organizations related to rubber and rubber research institutes of various countries.

(3) Establish brands and rubber products as well as publicize their image in the target market country and create a rubber product quality certification label.

(4) Promote marketing in order to add value to products and rubber products. Governments must play a key role in this, including:

(4.1) Promote and support the formulation of research questions based on problems/needs of the private business sector and push or incentivize the use of research results for commercial use and extension.

(4.2) Survey the demand for rubber products of government and private sectors to plan for the promotion of rubber product production for the rubber farmer institute as well as studies/analysis/research to find trends and opportunities to expand the export market of rubber products to new potential markets.

(4.3) Study and develop the logistic & supply chain system for the rubber industry to connect the rubber industry with various supporting parts of both domestic and international markets.

(4.4) Establish a rubber research and development institute with adequate support for tools, budgets, and personnel. For example, Rubber Research Institute, Medical Rubber Research Institute, Engineering Rubber Research Institute, Nanocomposite Rubber Research Institute, Environmentally Friendly Rubber Research Institute, Rubber Wood Products Research, and Development Institute, etc. and Design Center, rubber wood products as well as the establishment of a specialized rubber education institute in Thailand and the establishment of a Business Incubation Center or Rubber Intelligence Center.

(5) For building a competitive advantage, the government sector has to develop infrastructure, trade, and investment as follows:

(5.1) Accelerate the development of Rubber City and related infrastructure to support foreign direct investment (FDI) and to improve/develop commercial facilities in order to attract more foreign investors to engage in the business of producing rubber products in the country.

(5.2) Improvement/development of rubber logistics and upgrading the rail/marine transportation system to be ready as a port for rubber export. Thai rubber products.

(5.3) Build and develop infrastructure for the rubber market of the Rubber Authority of Thailand to build confidence in the rubber trading market. The government created the TICOM Central Market to communicate through marketing channels to increase the number of buyers, sellers and turnover/volume in the rubber market and to develop an electronic operation.

(5.4) Promote the establishment of startups that focus on the use of technology/innovation in the production of rubber products.

(6) For the promotion of proactive marketing, the Rubber Authority of Thailand has to arrange for futures trading, retaining existing customers, and

finding new customers to formulate an efficient production and inventory management plan of the Rubber Authority of Thailand. It is a business strategy based on the existing equity of the organization.

(7) Arrange public relations activities for marketing by supporting international trade negotiations on the issue of trade protectionism related to rubber and rubber products and amendments and enforcement of rubber-related laws, review and revise rubber-related laws to facilitate the development of the entire rubber industry system. In particular, amendments to the Rubber Authority of Thailand and the Rubber Control Act. It is in line with the current situation to review, improve and revise measures to promote foreign direct investment (FDI) in the rubber industry by adding various benefits to incentivize more foreign investors to invest in Thailand as well as increasing efficiency in law enforcement related to rubber. Especially preventing and suppressing the invasion of forest areas for rubber plantation, smuggling of rubber exports without paying export fees, inferior rubber sheets from abroad.

(8) For activities that help build a reputation with an organization or Thailand, the Rubber Authority of Thailand has to promote Good Corporate Governance and Corporate Social Responsibility. It is a guideline for enhancing organizational management efficiency and promoting Rubber farmers to apply for a standard certificate from The Forest Stewardship Council (FSC) or Programmed for the Endorsement of Forest Certification (PEFC) or Mor.Aor.Kor.14061). In addition, the Rubber Authority of Thailand has to manage the production area and the quantity of rubber output to manage Agri-map and rubber in the whole supply chain by using satellite technology to manage suitable rubber plantation areas.

(9) The government has to communicate marketing to domestic producers, both farmers and farmer institutions to have an understanding of prices because Thailand has more competitors in the market today. Therefore, supporting the development and building of farmers 'groups and farmers' institutions to strengthen and understand the market mechanism will reduce the burden of government spending and compensate farmers in the long term.

5.1.2.2 The conclusion of in-depth interview with stakeholders as the foreign consumers are presented in the following section.

1) Integrated Marketing Communication Strategic, including:

(1) Advertising is to create awareness, understand and motivation in making decisions to buy rubber products and products from Thailand. Especially for new market consumers who may not yet be known and never using Thai's rubber products. Thus, advertising will be able to reach a wide range of consumer target groups.

(2) Direct Marketing is a form of communication that is essential to communicate with consumers. In the original market, it was used to communicate to meet and arrange negotiations. New market consumers realize that E-mail communication with customers to update new products. Product price or promotion of the product. However, there must be a specific customer segment for the business of rubber and products.

(3) Personal Selling is to impress consumers in persuading and making decisions to consider or choose to buy a product. Consumers, both existing and new markets, focus on a form of marketing communication with sales by employees or marketers to open a business channel abroad, which will make the products or rubber products of Thailand more quickly known. In addition, it creates the first impression of a product or product and is accessible to consumers. It plays a key role and drives most consumers' purchasing decisions.

(4) Public Relations through various types of media to allow consumers to easily access information and send information on various activities to build their brand image. But if it is a general product introduction, it should not be used as a communication channel or form of communication because it is a non-target medium. Target groups can be traders or direct consumers.

(5) Event marketing is the participation of trade shows, roadshows, business matching activities, etc. by working in conjunction with direct marketing

communication activities to send press releases to consumers and customers from around the world to know the details of the event.

(6) Sales Promotion to provide benefits to consumers It is appropriate and consistent with the rubber product category. It will encourage consumers of both old and new markets to quickly decide to buy rubber products. This event should be organized in conjunction with Event marketing or Sponsorship Marketing at events such as academic conferences, international trade fairs or trade shows or roadshows Consumers will be present at the event to get to know new manufacturers and businessmen. In particular, conventions, where consumers participated in the event, are being sponsors.

2) Customer Relation Management Strategic

(1) Activities for study visits to see factories and production process to create credibility and trust for the brand so that it would be accepted among consumers in the existing market such as China. This gives importance to the visit to see every aspect of the production process before the purchase decision in order to create trust in regards to the quality.

(2) Rubber and rubber products need to be provided as samples for consumers so that they could try it. This reference would lead to word-of-mouth and public relations for Thai rubber among consumers in existing markets such as China so that buyers would have continuous trial and visit of the Thai rubber industry leading to experience in importing and exporting. This is critical in the selection of news that would recommended to other investors and buyers, who have had experience with those products.

(3) The rubber industry needs to create business networks that enable communications and relationships between buyers and sellers. This is important in existing markets because products and services with quality would be promoted to other customers in the rubber business networks in China. There are traders and brokers in the rubber market, who source rubber products to try products. If the product is impressive, they would promote factory visits and production process to create confidence in the product quality.

3) Brand Ambassador Strategic

Creating and using well-known people, who are credible to act as publicity agents for rubber products or to excel at selling products or rubber products. It will be proactive marketing of Thailand's rubber products and influence the decisions of trade and investment with Thailand.

4) Marketing Public Relation Strategic

(1) Proactive marketing public relations that creates the image of the organization and company as the representation for Thai rubber products. These groups are in charge of creating public relations efforts like a sales person for Thailand directly. This is particularly important in existing markets such as China, where there is a large group of consumers. Reaching consumers directly can be done through many steps. This would increase the cost and take more time. Therefore, the trader or brokers could reach consumers directly in a more convenient manner. More importantly communications has to be in the same language in the management of the product image to create trust among consumers. Sales representatives can help stimulate the market, starting with the market analysis, satisfaction of consumers, and market plan. This would include the creation of new rubber products and brands that would reduce the cost for producers in stimulating the market.

(2) Reactive marketing public relations dictates that the role of Thailand through its organizations or companies or government representatives need to be involved with rubber business and products. They need to have the role in promoting and assisting society and the environment to create competitive advantage when compared to other producers. In the new markets, there is emphasis on social and environmental responsibility that impacts investment in Thailand as well. Thus, the information that Thailand should present, emphasizes natural rubber that has no chemical substances.

5.1.3 Factors that have an impact on propelling the Thai Rubber Brand to the Global Market

It is found that there are both internal, external, and consumer behavior factors that affect the Thai rubber brand communications. This would lead to added value for Thai

rubber brands in the global market as evidenced in this study presented in the following section.

5.1.3.1 Internal Factors that Impact the Thai Rubber Brand Communications in the Global Market – The research findings include various factors such as the government policies, human resources, financial situation, production capacity, and marketing communications as follows:

1) Government Policies

Thailand has established Rubber Authority of Thailand under the Rubber Act of Thailand (B.E. 2558) as the central unit responsible for the management of integrated rubber process. It also has the role as an intelligence unit that has both readiness in terms of academics and responsible in operations to drive the 20-year Rubber Master Plan (B.E. 2560-2579). This would help to solve the infrastructure problems that need to changes in the usage behavior and exports. In addition, there has to be promotion in the use of rubber in domestic markets would emphasis on the exports of rubber. This would lead to reduction in the export of rubber as raw material. The goal is to reduce the impact on low rubber prices. Consequently, this would be the base for the goal to reduce the impact of price volatility leading to a sustainable future. The Critical Success Factor: CSF would propel Thailand as the producer of quality rubber producers consequently, farmers would have stable income. This includes clear policies and strategies that could be implemented with commitment on a continuous basis. The strong point of the Thai rubber industry includes the government policy and strategies that are conducive for the industry's development at the upstream level. There are laws that show responsibility for the development of rubber. The 4 government policies affecting the Thai rubber brand to global market can be surmised in the following section:

(1) There are policies that ensure the systematic development of the entire supply chain from upstream, midstream, to the downstream. In addition, there is the determination of the trends and opportunities in expanding the export market for Thai rubber products in new markets. There is also the potential for development of Thailand as the center for rubber production in the ASEAN region.

(2) There has to be quick guidelines to make the necessary modifications to protect fraudulent practices in selling rubber products that have been promoted as being made from 100% natural rubber. This would have an impact on the brand image and rubber products from Thailand.

(3) There has to be policies to expedite the revision of laws that are related to the development of the entire rubber production in a systematic manner in particular the Rubber Act and other laws that control rubber production. It has to be done with consideration regarding the current situation and increase the effectiveness in enforcing the law. This includes the prevention of rubber cultivation in forest areas, export of rubber without paying export taxes, and selling low quality rubber in foreign markets. Also, there has to be the modification of FDI regulations in the rubber industry by adding benefits to motivate investors to invest more in Thailand.

(4) There has to be clear policies in the development of the Thai rubber brand that is differentiated in terms of quality. Foreign consumers need to be aware and understand this advantage. In addition, there has to be cooperation with rubber producers in foreign markets to communicate and solve problems that drive rubber to become one of the major agricultural products in the ASEAN region.

2) Human Resources

The government has an urgent need to develop the human resources. This is because Thailand is expected to become an aging society in 2031. The Thai rubber industry is going to face problems due to lack of laborers working in the rubber industry. There would be a lack of skills, knowledge, and capabilities of human resources in the management of the business and communications. There is a need to analyze and develop plans mapping out the development needs of human resources in the Thai rubber industry. In addition, there has to be training of personnel in the short term to develop the skills (skilled labor/technical labor) for processing rubber/rubber wood products. The development of human resources in the Thai rubber industry as follows:

(1) Develop farmers to become smart farmers. The goal is to manage the work like professionals through the creation of smart groups. This would

enable the country to process natural rubber to create rubber products for export to achieve the goals that have been set. There has to be rewards given to farmers and the rubber farmers institutes to manage the cultivation and rubber production in line with the goals. Consequently, increasing the production and processing of rubber/rubber wood to motivate changes. There has to be products through the supply chain based on the goals. This change would reduce dependence on government support in the long term. Subsequently, this reward would motivate local enterprises to process natural rubber into rubber products that could be exported to achieve the goals of change.

(2) Development/sourcing of technology and innovation as well as management systems to deal with the insufficient labor in the rubber plantations and industry. There is the need to establish an educational institution specifically for rubber in Thailand. Also, there needs to be support for the leadership in rubber farmer institutes to have the role in determining policy. The rubber farmer institutes need to be developed as well to be models for site visits and knowledge exchange.

(3) Rubber Authority of Thailand has to be developed as the organization that supports the entire Thai rubber industry. There has to be organizations and personnel in all areas that have knowledge in terms of finance, production, processing, industry, marketing, research, and information technology for rubber farmers, rubber farmer institutes, rubber enterprises, and interested persons. It has to encompass all areas that would serve the new needs of businesses effectively for instance in marketing and international marketing. There has to be preparation for foreign languages to support AEC and international markets. The industry needs to have experts in rubber processing/factories/production process as well as industrial research in terms of innovation for creating added value. In addition, there is the need to create understanding in all areas including the integration of the government agencies with the goal to work under the regulations and laws to ensure mutual support.

(4) Develop competency for farmers and management of the rubber farmers in the development of plans in managing rubber products, markets, negotiation skills, foreign language use, economic analysis, foreign exchange, competition,

and most importantly the rubber standards. It is something which consumers are strongly aware of. The government should have the relevant integration of operation to support the business competency effectively.

3) Financial Situation

Thailand has various challenges in development most importantly the expansion of economy in the 2017. The growth rate of 3.9% per year is considered less than the national potential, which should be 6.0% per year in the past 6 decades. The main reason for this decline is the reduction of investment as a result of the slump in the global economy that has yet to recover. The Thai economic infrastructure cannot fully utilize innovation to drive growth. The agricultural sector has low productivity level. There is still a lack of effectiveness in production. Thai labor has a problem in terms of quality and competency that is in line with the needs in driving the national development. Thus, rubber farmers need to rely on the marketing that is dependent on intermediaries that impact the price of rubber and income of rubber farmers. Therefore, the government sector has an important role in the management of the financials for Thai rubber process as follows:

(1) The government sector has the funds to develop the entire rubber production process under the operations of the Rubber Authority of Thailand. The budget comes from the income based on the mission, which can be categorized as income from endowment fund, government allocation budget, support from the private sector, fees, dues, service fees, income from investment, and interests from the Rubber Authority of Thailand assets. These sources of income would be used to establish the rubber development fund to provide service to the rubber industry. This would be categorized as (1) management cost of no more than 10%; (2) expenses for alternative replacement crops no more than 40%; (3) expenses for assisting rubber farmers, rubber farmer institutes, rubber enterprises, and maintaining rubber stability no more than 35%; (4) expenses for research no more than 5%; (5) expenses for farmer benefits; and (6) expenses used in the promotion and support for farmers rubber institutes no more than 3%. However, the financial situation of the Rubber Authority of Thailand has a weakness since it has a large number of staff. As a result, the 10% allocated for management is not sufficient. The budget

support from fees for management is unlikely to meet its target. This is because the government needs to spend on other necessary expenses, the Rubber Authority of Thailand has to drive the rubber business to achieve its goals as the central unit managing the Thai rubber industry in a systematic manner. There is stability in rubber prices, which would uplift the income and quality of life for farmers, rubber farmer institutes, rubber enterprises, and other stakeholders in Thailand.

(2) There is a guideline for development in the financial system of the Thai rubber industry. This would motivate the government to issue financial assistance to attract producers to export more rubber products. There is a need to issue financial and commercial measures to entice the private sector to produce substitute products for imports. Also, there should be development to support large plantations for rubber (This would entice farmers to gain more income by using their free time in a useful manner to reduce the lack of labor in rubber plantations.). Rubber farmer institutes need to have access to financial sources that have low costs. This would reduce the business operations costs. This would support the establishment of companies that might be the cooperation between farmer rubber institutes and the private sector or with other farmer rubber institutes in order to expand the business scope.

4) Production Capacity

The impact of changes in the global temperature and degradation of the natural ecosystem. Thailand has suitable area for growing rubber in all regions or a total of 68 provinces. The production of rubber in 2017 is 5.1 million tons. This can be classified as 4.4 million tons in the form of raw materials and processed products of 0.62 million tons, which is a significant income for the country. Thai rubber farmers can produce about 236 kilograms of rubber per rai in 2017, which is not very high. At the same time, there is a tendency that the productivity per rai is consistently reducing in the past 4-5 years. This reflects the problem in the production of natural rubber, which would reduce in the future. Therefore, Thailand has to solve this production as follows:

(1) Rubber of Authority of Thailand as the agency in charge of managing the rubber industry to manage the cultivation as determined by the Ministry of

Agriculture and Cooperatives zoning. This would make it easy to manage the cultivation of rubber and production. The planning and development of strategy for managing rubber in each area would depend on the potential and needs for using rubber. This information could be used for the planning of logistics in the entire rubber production pipeline to create competitive advantage in the rubber industry. This would include the development of database of Thai rubber.

(2) Rubber Authority of Thailand has to monitor and provide advice to rubber farmers. In addition, they need to assist farmers in a systematic manner in particular to develop small plantations to be more effective. Technology transfer to rubber farmers has to be done systematically using computers that are connected to a network. This would enhance accuracy and help the whole system become better accepted by farmers and other agencies.

(3) Development of communications and knowledge transfer for research in terms of production, processing, and economics. The Rubber Authority of Thailand has stakeholders nationwide both in the government and private sector including rubber farmers. It has to develop systematic research to promote growing substitute crops to develop the production capacity and increase value. This would help to enhance the strength for farmers, which would build sustainability for the rubber industry in terms of support and promotion of rubber production that is produced by rubber farmer institutes.

5) Communication and Marketing

Factors that affect communications and marketing of Thai rubber can be presented in two perspectives as follows:

(1) Domestic Marketing Communication has established the Rubber Authority of Thailand to manage rubber systematically in the country. It is the management of communications and marketing that has to be done urgently and in a unified manner. The stakeholders in the country need to be registered. These would include rubber farmers, rubber farmer institutes, and rubber enterprises need to be accurately registered systematically. This would enhance the capacity to manage the stakeholders as alliances that would drive the rubber policies. This would enhance competitive capabilities

from the government to uplift the potential of Thailand in 3 dimensions, which are presented as follows:

(1.1) “Build upon the past” – This is the root of the economics, identity, culture, tradition, way of life, distinctive natural resource, and the country’s competitive advantage, which need to be combined with technology and innovation that is in line with the economic and social context.

(1.2) “Modify the present” would lead to the future development to build the infrastructure in various dimensions. This includes the communications and transportation development in terms of science, technology, and digital as well as modification of the environment, which would lead to the development of the industry in the future.

(1.3) “Create value for the future” would increase the capacity of producers to develop a new generation of practitioners in the form of business operations to meet the needs of the market.

In addition, there could be the development in seeking means for business cooperation with the government sector to promote the use of rubber in the domestic market such as in transportation to build roads. This includes the production of rubber in Thai factors to stimulate the market.

(2) International Marketing Communication in Thailand has the strategy for communications and marketing as explained in the following section.

(2.1) Public relations to build the image for Rubber Association of Thailand

(2.2) Rubber branding under the name, “Rubber Product of Thailand” and public relations of image in target international markets are conducted to create acceptance of the quality and standard of rubber products from Thailand.

(2.3) There should be the establishment of an office promoting rubber trade in target international markets. These offices should be opened in major tourist destinations (emphasis on mattresses/pillows) and develop the distribution system to various countries around the world.

(2.4) Business Incubation Center should be set up as the Rubber Intelligence Center that would be a one stop service for rubber and rubber products. It should provide information and advice as well as develop expertise and marketing. This would fulfill the needs of consumers enabling marketing communication with customers in foreign markets through creation of value and connection with rubber and rubber product producers.

(2.5) The Thailand Rubber Expo should be organized as an annual event that would enable business matching between producers and buyers in Thailand. This would lead to the possibilities of presenting rubber products such as in the form of exhibition or road shows.

(2.6) There should be sourcing of cooperation in terms of research and development with international rubber organizations and institutes. There should be cooperation in rubber research, where researchers should cooperate in studies examining rubber and rubber products. Rubber as an agricultural product in the ASEAN region is an agenda that should be promoted.

5.1.3.2 External Factors that Impact the Thai Rubber Brand Communications in the Global Market include factors in the rubber and rubber product markets as well as competitors, which have been examined in this study are presented in the following section.

1) Analysis of the Rubber and Rubber Products Market can be concluded as follows:

The situation in the world today has both direct and indirect impact on the development and adjustment in the market of rubber and rubber products from Thailand. There are five major points as follows:

(1) Changes in Demographics

The number of the world population has been consistently growing. This has led to the increasing needs for food. Thus, some of the rubber plantation areas have been converted to grow food vegetation. This has resulted in less land being used for rubber plantations. At the same time there is increase in the demand for rubber

products among the global population, which is in line with the population growth. In addition, the population structure has shrunk therefore there are limited number of workers, which has an impact on agriculture and industry sectors. The competitive advantage in the agriculture and industry sectors needs to be maintained and the necessary adjustments.

(2) Economic Situation can be classified into two conditions as follows:

(2.1) World Economic Situation

The trade war between the United States of America and China has caused changes in the world economy and major customers of Thailand, which is China. This has resulted in the reduction of the economic growth. India has reduced in its imports of rubber from Thailand when compared with other trade partners. The limitation is part of the tariff raised by the India. Also, China and India has invested in growing rubber in Thailand as well as CLMV, which are Cambodia, Laos, Myanmar, and Vietnam as well as African countries. This would lead to the fulfillment of needs in Thailand in order to reduce the production costs by increasing productivity that would impact the rubber price and income of the country from rubber exports, which have been reducing. In addition, the American and European markets have been affected by the global economic decline, which results in the oversupply leading to rubber prices in the global market, which has maintained and fallen somewhat in the present. The rubber industry for car tires uses rubber the most or 70% of the total rubber produced. In the future China would have increased needs in using rubber since there has been increases in the population of 3%. This has resulted in the proportion for conducting business increased by 56.6%. There is an opportunity for Thai rubber exports. However, Thailand has limitations in terms of land for cultivation, funding, and length of time for cultivation, which is 7 years. Thus, it could increase the productivity whilst losing the market share to other rubber producing countries.

(2.2) Thailand Economic Situation

The current economic situation has resulted in higher prices of Thai products. Selling in target markets have been difficult as a result of many related

factors such as trade deals, tax, and policies of each country. Intermediaries including technology that has resulted in both positive and negative effects on rubber producers. Most importantly, rubber consumers emphasize price. Thailand has collected taxes and fees for the export to foreign markets. Thai producers have higher competitive costs compared to other producers such as in the concentrate latex market, where Thailand used to be a major exporter having 80% of the global market share, more than 40% of which is sold to China. This figure is continuously increasing. The second largest market is Malaysia, which is also having economic decline. As a result, the exporters have been affected by the economic situation. There are many countries that have the development of products to improve their quality, for instance, Vietnam that has increased production at a lower price than Thailand. This has impacted the income for the Thai economy.

In addition, there is political uncertainty, which is the most important factor affecting investors in the private sector. In addition, there are problems such as debt in the households, exports are in decline, and agriculture has been affected to drought during the production season. These are limitations to the growth in the economy and the rubber production process.

(3) Physical Environment

The physical environment is affected by global warming resulting from higher temperatures. There are more days of rain per year and there is higher volume of rainfall each year. At the same time the population has continued to grow. The economic growth has resulted in higher demands for energy, which is critical for seeking alternative energy in the long term. The use of fossil fuels would reduce because it has limitations. This would have an impact on the price of synthetic rubber, which is by product of petroleum manufacturing. It has its limitations yet it is increasingly replacing natural rubber. Thus, in the long-term natural rubber has more obstacles. The development of Thai infrastructure would make the country the center for the ASEAN economy. This is a good opportunity to create added value in the Thai rubber industry through making the country the center for distribution or rubber products.

(4) Technology

Technology and innovation are continuously moving forward such as the use of robots and use of machinery for tapping rubber in place of humans. This would reduce problems from the lack of labor in the rubber plantations in the long term. Other advances are electric cars or self-driving vehicles as well as the technology for creating synthetic rubber that has quality that is similar to natural rubber in the long term. This would lead to the limitations and obstacles in the growth of natural rubber use in the long term. The Rubber Authority of Thailand has the role as the government agency that has to develop and adapt to the situation and environmental context continuously. This includes supporting assistance and adjustments in the rubber industry to remain competitive and survive amidst various changes.

(5) Other Aspects

Every country in the world is aware and gives importance to the green society. This includes maintaining and managing the natural resources and the environment. Consequently, this would create competitive advantage and sustainability in the rubber industry. The most important issue is the development frame based on the agreement with other countries. For instance, new regulations have been issued in Europe to emphasize on sustainability. The emphasis would be on production, which must not encroach forests and safeguard the environment. This includes the good living quarters for rubber tapping labor. It is necessary to manage the supply chain and future rubber market to boost confidence and serve the needs of consumers. Thailand does not compete on price; however, it competes in terms of servicing the consumer needs, which is part of the establishment of the standards by the Rubber Authority of Thailand. There needs to be development of credibility in the international market through the proper management of forest areas in a sustainable manner or Forest Stewardship Council (FSC) or Program for the Endorsement of Forest Certification (PEFC). This includes the support and promotion of forest area to serve global trade while helping the local community so that they can gain benefits from the forest in the long term. The management of forests need to have economic benefits that are worthy. The FSC and PEFC standards are trustworthy and they are critical

tools that help consumers choose products that are environmentally friendly in a suitable manner.

5.1.3.3 Competitors Analysis is presented in the following section.

1) Thailand has land suitable for the cultivation of rubber, which has led Thailand to become the world's number exporter of rubber.

2) The price of Thai natural rubber is more expensive than that of competitors but has advantage from superior quality.

3) Processing rubber factories in Thailand have the advantage in terms of raw material price when compared to factories in China.

4) Consumer countries have set non-tariff barriers in the form of environmental standards such as FSC, PEFC, and CoC.

5) Rubber and rubber products have a high demand in the global market. There should be innovation in development of products which could replace plastics. This would reduce the production cost and ensure acceptable quality standards.

6) The production of rubber in the CLMV countries comprising of Cambodia, Laos, Myanmar, and Vietnam has increased from 1.1 million tons per year in 2012 to 2.8 million tons per year in 2022. CLMV has increased its market share from 9% in 2012 to 17% in 2022. Thailand, however has a reduction in its market share from 31% in 2012 to 24% in 2022. In addition, competitors have gained advantage from having lower price than Thai rubber.

7) The major producers and exporters of rubber in the world include Thailand, Indonesia, and Malaysia, which are the largest exporters of rubber in ASEAN. These three countries need to invest in the International Rubber Consortium, Ltd. (IRCo) Today the various ASEAN countries have increased cultivation of rubber in particular Vietnam propelling it to the 4th rank in the world. Therefore, market strategy has an impact on the price and Vietnam has joined IRCo, which controls 90% of exports in the world market.

8) Various rubber product categories include block rubber, smoked rubber sheets, and latex. It is a commodity that could be developed by producers around

the world. However, Thailand has to brand such products by creating awareness of the differentiation in terms of product quality when compared to other rubber producing countries.

5.1.3.4 Consumer Behavior

Today consume behavior in both existing and new markets have an impact on the consumer behavior in terms of making the decision to purchase Thai rubber and rubber goods, which can be concluded as follows:

1) Factors that Stimulate the Market and Other Factors – Consumer behavior in foreign markets have opinion regarding factors affecting the market, which are factors that producers/marketer. This includes other external factors, which cannot be controlled in the brand communication for creating value added for Thai rubber.

(1) Factors affecting the market of rubber markets include product, price, distribution, and promotion. Consumers emphasize the quality of rubber products, which serve the consumer needs. The production process should ensure quality and can be continuously developed in the future. This would create added value in market terms for the products.

(2) Other external factors such as economics, technology, politics, and culture have an impact on the attitude and consumer's decision to purchase differently in the two groups as follows:

(2.1) Consumers in new markets believe that the technology and innovation in the production process is the most important factor. This is because it is attractive and might gain investment from consumers, who like new, modern, and high standard products. This is followed by issues about the law and politics, which need to studied in order to prevent trade restrictions, and loss of profits. These are important in international trade. The economic and cultural terms are not important for those who conduct business in Bangladesh and the United Kingdom. However, for those in Saudi Arabia importance is given to the economic factor such as domestic and global economy that impact purchase, consumer income, and investment decision to buy products or services.

(2.2) Consumers in existing markets view that the most important factor that impacts the rubber business, is the turbulent international political landscape. This has an impact on the volatility of the rubber price. The second factor is the economy such as the exchange rate of the US dollar as well as the rapid change in prices. These affect the feelings and expectations in terms of business, which might mean a loss for both parties. This is followed by technology in terms of services. In the past it has taken a long time for product delivery, which has an impact on price and the order volume.

2) Attitude and Feelings that Consumers Have in Making the Decision to Purchase Rubber Products – The factors that influence the attitude and feelings that consumers have come from many dimensions such as cultural, social, personal, and psychological. The purchase decision making process considers the consumer needs. Then there is the need for information search, evaluation of alternatives, purchase decision, and post purchase behavior. The international buyers studied are from both existing and new markets for Thai rubber. The research findings can be summarized as follows:

(1) Consumers from new markets view that the most influential factor affecting the decision making is the psychological aspect. This is because international consumers or businesses often meet those in the same business. They have broad knowledge, thoughts, beliefs, and experiences as well as hold attitudes towards Thai rubber products. The purchase decision depends on personal factors such as occupation, income, business opportunities, education, and personal life. Some of them might like Asian products, others might like European products, while others might prefer products from their own region. This is because products are similar. Another factors is the cultural aspect, which is important to the decision making such as manners, friendliness, loyalty, and decision to provide information services from the producer country. This is a good way to make a favorable first impression in doing business.

(2) Consumers in existing markets view that the psychological aspect includes experience and good perception of Thai raw material products and social aspects. There might be a group of customers, who may have used the products or service from one provider. These customers might be confident and tell their friends about that

particular product. This includes the confidence in increasing the purchase volume, when there is satisfaction in the product or service.

However, the decision-making process for Thai rubber and rubber products among consumers in the new markets, who have not previously bought Thai products, comes from the information that they use for the benefit of their decision making. Once they have made the decision but the product still does not fulfill their doubts, they would search for other companies or factories in Thailand for comparison. After that they would move to producers in other countries near Thailand. On the other hand, buyers from existing markets that have used Thai rubber products would search for information from credible persons, who have used the products or services before making the decision to choose and subsequently make the purchase.

3) Response from Consumers as the Decision Maker involves the issue where consumers make the decision to buy rubber products from Thailand. This includes product, price, brand, seller, duration of time, and purchase volume. The most important factor for both new and existing markets, is quality. This is followed by price in order to open new international markets. However, consumers in existing markets give importance to country-of-origin branding because it makes the alternative interesting. In some cases, the prices are not that different but it is the branding that is important in affecting the consumer decision to buy the product. This would create peace of mind for those who view that the brand with confidence.

5.2 Discussion of Research Findings

The research findings can be discussed based on the following topics:

5.2.1 The Brand Building Communications Process of Thai Rubber to Create More Value in the Global Market

The research findings indicate that the Thai rubber brand should create value added for the rubber products. This is in line with brand equity concepts proposed by Aaker (1991), which has 5 dimensions which are brand awareness, perceived quality, brand

associations, brand loyalty, and other proprietary brand assets. The results are presented as follows:

Brand Awareness can be explained that rubber is one of the agricultural commodities of Thailand sold to international buyers. They know Thailand as the number world exporter of rubber, which means the consumers are aware of the brand existence as an agricultural commodity. This true among those who have and those who have not have the experience. This is associated with the reputation of Thai rubber that is significant. Consumers are interested in the brand and remember Thai rubber easily (Piyachart Isarabhakdee, 2016, p. 278). The consumers can choose the attributes that are clearly distinctive and link to the benefits derived from quality based from performance. Rubber a Thai agricultural product from one of the world's largest products (Siriwan Sereerat et al. (2003, p. 407).

...I know that Thailand is the world's largest producer of rubber in world. (Abdelnaser lhalwagy, Qatar, Personal communication December 8, 2019).

China and Thailand have long been trade partners. In addition, China has long been having the role as the number one user of rubber in the world. Thailand has the reputation as the world's number one rubber producer. (Liang Bing, China, Personal communication December 12, 2019).

Increasing the value added for Thai rubber in the global market would create brand awareness, improve brand recognition, and brand recall. In addition, it would increase credibility and reliability in the decision to purchase Thai rubber. The communication to create value added for Thai rubber can be categorized into two groups as follows:

- 1) Rubber products as raw materials such as block rubber, smoked rubber sheet, latex, condensed rubber, and cup lump has the same attributes no matter from which country they come from. Thailand has to create differentiation that is highly distinctive in terms of quality and the standard has to be applied to all producers nationwide. The communications have to create brand awareness to indicate product source with the words "Made in Thailand" to build credibility and reliability in making the purchase.

Rubber has to have its own brand. This might mean using some geographic indication such as “Made in Thailand” raw material from Thailand. These words indicate that the rubber is made in Thailand. But what does a brand mean, it creates the perception for the products and has an impact on the purchase in particular repeat purchase. Thus, it means that the product can better serve the consumer needs. This all starts with having a brand when consumers come back to make a purchase. However, Thailand has not been that successful in this regard. (Supadej Ongsakul, Bangkok, Personal communication December 10, 2019)

2) Rubber products such as those used in vehicles, gloves, elastics, condoms, mattresses, and pillows need branding under the name “Rubber Product of Thailand”. There has to be the creation of the strong point in terms of quality of the raw material. This would help the brand communications making rubber products known more among consumers and make it remembered in the global market. Public relations should be done in target market countries in order to create acceptance of quality and standard of rubber products from Thailand.

In terms of rubber products, it is necessary to create a standard for each product category. It is necessary to build brand symbols so that consumers can remember the product, which is different from others. Thus, the products would be able to be sold worldwide. (Titus Suksaard, Bangkok, Personal communication December, 9, 2019)

In addition, communications to create brand awareness for Thai rubber products for entry in the global market, has to do so in line with the recognition of service capabilities (Aaker, 1991). This would be done to serve the needs of consumers in creating trust and appreciation for Thai rubber. The government sector, under Rubber Authority of Thailand as the organization responsible in managing the entire rubber production system, has the vision to communicate for creating brand awareness for Thailand to disseminate values to consumers. This gives importance to the communication process to create trust in the

purchase of products and resulting satisfaction. Rubber products needs to be promoted with details as follows:

1) Develop the communication channels, build relationships, as well as provide information in a transparent matter effectively to enhance public relations efforts. This would communicate to consumers worldwide so that they would decide to buy Thai rubber products. The organization should have good governance and corporate social responsibility. It should serve the needs of the Thai and international business operations service providers, which includes regulations, adjustments or modifications of regulations, requirements, and orders that are in line with the mission that would enhance the development of the rubber industry.

2) Development of rubber throughout the supply and value chain in order to build the potential and capability for competitiveness in terms of finances, production, processing, industry, and marketing. The goal is to make farmers smart farmers and the rubber farmers institutes to be smart group. This includes creating added value of natural rubber through processing of products for export and domestic use. This would propel Thailand to be the leading rubber producer in the world, which would develop the production capability and processing that is varied to serve the needs of investors, who are ready to invest in Thailand.

3) There has to be creation of understanding of Thailand as a country that has development in the rubber industry so that there is understanding of information. Also, there has to be the awareness of the importance of the feeling of ownership and heartfelt volunteerism to drive the rubber industry to achieve its goals. This would lead to the gathering of resources and subsequent integration of work for every unit that have join benefits. Eventually the capability of the entire rubber production system that is derived from participation of all parties.

As a result, the creation of value added for rubber as a major agriculture product of Thailand that has participation of all stakeholders. There has to be government agencies that are clearly responsible. The brand creation is aimed to generate awareness, which is in line with Sun (2017). Agricultural products branding has to be changed to increase

effectiveness which is a means to increase income and strengthen modernization of the agricultural sector. Branding of agricultural products is an important strategy to create value added under the government policy, who should lead this management of the brand. They need to understand the tangible benefits to create appreciation of agricultural brand as creating value at the macro economic level. The branding of agricultural products should be done from the perspective of the consumer and industry clusters. The development of the organization has to strengthen the brand awareness to increase value added and has to be in line with the study of Docherty (2012), which studied the valued added in commodity products that have been produced by various producers and organizations. In terms of distribution, the producers can negotiate with major buyers directly. Importance is given to the brand creation, distribution, and effective management rather than traditional agriculture, where the farmer has to source products for the market by sending it into the supply chain.

Perception of Perceived Quality could be explained rubber as one type agricultural commodity that is created by humans. It has attributes that are the same no matter where it is produced. However, rubber has differences in terms of performance. This is because rubber has to be processed to produce various products. It is found that Thai rubber is differentiated in terms of product quality and continuity of this quality maintenance, when compared to other producers. Consumers view that Thai rubber is reputed for having the best quality in the world (No.1). Thailand has communications to create awareness for Thai rubber as follows:

- 1) The creation of the story has to be known and accepted in terms of quality both in the domestic and international market. Brand Perceived Quality in particular for the medical industry and promotion of health has to be built upon other industries. This has to be considered in terms of volume and quality. The need of the domestic and international for health products is highly popular in the Middle East market. Therefore, Thailand has the strong point in terms of rubber quality as a raw material. Consumers view that Thailand should maintain this reputation for rubber as raw material. Buyers would choose products from Thailand because of their belief in the quality of the products.

Natural rubber from Thailand is well known for its reputation for quality, which is number one in the world. It could be used to process and make other quality products. Health products are highly popular in international markets. This is because consumers give more importance to health. (Abdelnaser Ihalwagy, Qatar, Personal communication December 8, 2019)

2) Creation of awareness and understanding about the quality of rubber products and promotion to drive the use of rubber as raw material for creating other products. This is because Thailand can control the quality and standard through the Rubber Authority of Thailand. It is a government agency that gives importance in terms of creating the brand that is highly distinctive. This includes the development of product packaging to communicate quality and differentiation to reach various markets. For international markets, it is necessary to communicate the quality of the raw materials that are distinctive from other producers. Smoked rubber sheet is the product Thailand is known for in terms of higher quality than other countries. There has to be appropriate rubber pricing and maintenance of the reputation in the market. In terms of rubber as raw material or natural rubber, the quality has to be maintained and it has to be communicated to foreign buyers so that they would know that Thai products are the best. The high quality is attained from the start to the end of the production process through the integration between the government sector, farmers, rubber farmer institutes, and rubber enterprises. For buyers in the existing and new markets, the perception of quality is well known for its use in the industry. The market could be expanded to capture the health market, which is gaining interest around the world. This is in line with the awareness of quality as explained by Aaker (1991). Consumers would consider the quality of rubber from the following points:

(1) Performance has quality attributes that are different from other countries.

Development in various dimensions in the international market needs to be communicated to consumers. The buyers need to accept the quality and standard of Thai rubber. All of relevant groups in the producer country including the

government, rubber farmers institute, and the private sector need to cooperate in the drive for all products to ensure quality and a single standard. (Titus Suksaard, Bangkok, Personal communication December, 9, 2019)

Thai rubber has good quality, It is recommended that Thai rubber has quality, which is perceived continuously from one buyer to the next. In terms of quality, Thai rubber is well known among a wide group of consumers. However, the government sector should promote the creation of Thai rubber brand so that Thailand can be differentiated from competitors. (Jaruwut Onkaew, Bangkok, Personal communication December 8, 2019)

Thailand has good quality raw material, which is the best in particular rubber concentrate. This is because of the cultivation area in terms of geography is advantageous. It is capable of producing more products. The rubber concentrate is purchased by other countries for processing to make products such as condoms. With regards to the raw material, other countries are not able to produce as well as Thailand. (Decha Mesuan, Bangkok, December 9, 2019)

In terms of the production process, there is difference between Thai rubber and other products. When compared with China or import from other countries, it is found that Thai products have better quality than those produced in other countries. (Tong Qi feng, China, Personal communication, December 14, 2019)

This is in line with the research conducted by Wisanee Ruangkhana (2012), where consumers would make decisions to purchase products in department stores of modern trade in Bangkok area because they are aware of the quality at the moderate or high level.

(2) Feature is the part of the packaging that indicates quality and differentiation.

If Thailand would compete with other rubber producing countries, it is important to maintain the reputation as the producer of high quality raw material. Buyers purchase rubber products from companies, organizations, and Thailand continuously because of this product quality especially the raw material, which is

reputed for its quality. Consumers are interested in Thai rubber products and they have expectations and trust the quality. Rubber products should also have good packaging. (Abdelnaser Ihalwagy, Qatar, Personal communication December 8, 2019)

Although I have never used Thai rubber products, I have information from businesses in Saudi Arabia that have used Thai tires, which are of high quality. However, the price is high as well when compared to tires from other countries such as Taiwan. Saudi Arabia gives importance to quality and it is necessary to have fair pricing. (Mohammed M. Al-Sayed, Saudi Arabia, December 9, 2019)

This is in line with the research of Chutima Waisarayutt and Chanika Sirimangkalakul (2008), which indicated that marketing factors particularly branding in agricultural products lead to success in terms of safety, health, packaging, and promotion. Thus, it can be said that packaging has an impact on the decision making of consumers.

(3) Conformance with Specifications so that products would have quality throughout the production process. This would build reliability in terms of consistent quality as well as fit and finish, which is the most important step in the consumer decision making before it would be used effectively.

Product quality of Thai rubber has consistent standard. The attributes of Thai rubber quality is comprised of four components, which are (1) purity; (2) consistency, which is the determined by the government and rubber research comprising of 4-5 criteria and since it is natural rubber the formula could be determined in the processing to produce various products in particular for rubber tires; (3) mass production, wherein Thailand has large cultivation area and serve the needs of big industries because it has sufficient volume combined with good logistics such as the Penang and Laem Chabang Port that could export large volume of products. Thailand has the advantage in this regard compared to other competitors in the region and is capable of selling the products all the time; (4) raw material is suitable for the processing. This is because the characteristics of initial

processing depends on the raw material from the farmers or rubber farmer institutes. Therefore, Thailand should manage these 4 components well to ensure that Thai rubber products would be accepted by buyers. (Supadej Ongsakul, Bangkok, December 10, 2019)

Thai rubber products are very good. I admire the production process and processing of the companies that develop the innovation that serves the needs of consumers. (Mohamed Fareix, Bangladesh and Management in Hemingway Groups, UK, Personal communication, December 7, 2019)

The results of the study is in line with Punninon Sirisuwat and Teerasak Jindabot (2013), which examined the competitiveness of Thai rubber industry in the global market. The production factors in natural rubber have an impact on the competitiveness of Thai rubber in the major trade partners. There should be development in terms of production that would lead to increase in productivity per farming area. The emphasis should be on quality that starts with the farmers, who produce the raw material that would be processed to create industrial products. Thus, the quality would be attained. There should also be the development of networking among famers so that they would sell rubber at suitable and just prices.

(4) Serviceability would create knowledge and information that could be disseminated to consumers for the development of quality rubber products and the effectiveness in providing service to consumers. Thailand gives importance to research and development of technology and innovation. There is also development in the capabilities in providing service such as developing platforms to showcase business results, support marketing distribution, and online payment to support the industry and business growth in the future. This is set in the 20-year Rubber Master Plan (B.E. 2560-2579).

3) There is the policy to establish the rubber research and development institute to support sufficient equipment, budget, and human resources such as tires institute, medical rubber products institute, engineering rubber products institute, nanocompost institute, environmental friendly rubber institute, and rubber wood institute.

There should also be the development of the business incubation center or rubber intelligence center that would drive research and development for creating value added through serving stakeholder needs from the upstream, midstream, and downstream for global competitiveness. The Rubber Authority of Thailand needs to integrate the cooperation among Thai and foreign organizations to create the rubber research database to foster connections among research works both in Thailand and abroad. This would affect the quality perception of consumers.

4) The development of capabilities in creating service through platforms that demonstrate business performance as well as supporting distribution channels and online payment to support the growing business and industry in the future.

Thai rubber would have a good market potential in the future since the country is known as a quality rubber producer. There should be marketing communications and promotion of distribution channels. (Abdelnaser Ihalwagy, Qatar, personal communication, December 8, 2019)

In addition, this is in line with the study by Thanawan Sangwang et al. (2011), who examined the second phase of the network of jasmine rice cooperative, Kao Kerd Boon. It is found that the database in particular pricing information for business is necessary. The value of jasmine rice cooperatives in providing information technology is useful and provides reference for pricing of rice for various agencies. This is beneficial and is directly related to the income of farmers from fair pricing, which is close to the central price. This was done to develop the service channel to create credibility among buyers in the agricultural product market.

Brand Associations could be explained as the perspective of buyers and consumers to communicate the value of Thai rubber brand. It is related to the brand image that is strong. This image would help to propel value added for Thai rubber brands, leading to favorable consumer image. It would build trust and satisfaction in the purchase decision as

explained in the concept of brand positioning to the global market (Aaker, 1991). The process is detailed in the following section.

1) Brand Image

(1) Corporate Image

(1.1) The promotion of local identity through local Thai wisdom for use in agricultural products. This includes the geographical indication mark that would create added value for rubber products to promote local economy and build competitive advantage and differentiation of Thai products in the global market through association with special attributes of Thai rubber products, services, and organizations that manage Thai rubber in the mind of consumers.

(1.2) Promotion of industry and transportation and logistics that make use of Thailand's geographic location. The promotion of transportation and logistics would enable the country to be the regional production base for export to the world market and regional tourist centers. This would reduce logistics cost and increase value added as the geographic regional center. The goal is to promote related industries and services through the creation of the regional logistics center and making global logistics network connections. This would create trade confidence for investment in Thai rubber products by foreign buyers.

(1.3) The government has the policy to have the Rubber Authority of Thailand and the Ministry of Commerce as well as the Ministry of Science and Technology along with educational institutions and research need to cooperate and provide support. The Ministry of Industry, Agriculture Promotion, Cooperatives Promotion, and the Stock Exchange of Thailand would drive the 20-year Rubber Master Plan (B.E. 2560-2579).

(1.4) The creation of brand image for Thai rubber products can be done through the academic seminars at the national level. The goal is to disseminate academic works about rubber or rubber wood that would provide information and connect to consumers.

Rubber Authority of Thailand has the role to support and promote farmers and rubber enterprises to have sustainable income. It has to solve the rubber problems with a long term focus and make Thailand the center of rubber processing. This means supporting more domestic use of rubber for tires, roads, barriers, or other equipment, which requires cooperation from many sectors. (Titus Suksaard, Bangkok, December 9, 2019)

The government needs to give importance to this issue because it is directly tied to the country's image. In the past the private sector has made the necessary changes and create understanding with each of the buyers. However, if there is public relations based on academic information, the cooperation among the different units would lead to association with consumers. (Decha Mesuan, Bangkok, December 9, 2019)

(2) Image of Product has to be in line with the National Strategy and 20-year Rubber Master Plan (B.E. 2560-2579), Rubber Enterprise Plan (B.E. 2560-2564) (4th Amendment between B.E. 2562-2564) by the Rubber Department, Ministry of Agriculture and Cooperatives.

(2.1) The creation of brand association as the producer of 100% natural rubber and the urgent establishment of the rubber distribution center in major tourist attractions (focus on pillows/mattresses). The one-stop service center for rubber and establishment of rubber exhibition centers and rubber sales promotion offices in countries that are the target market.

(2.2) The development of infrastructure to improve/develop the logistics system for rubber and improve the transportation system through rail/shipping in order to become the major port of rubber export for Thailand. It is necessary to improve/develop convenience for trade in order to attract foreign investors to conduct rubber business in Thailand. There has to be the development of transportation system to various countries in the world to connect to buyers abroad.

(2.3) Develop the Thai rubber market to be in electronics form to connect the transactions in the central rubber market in each region to the local markets. This would enable access to sales volume and price data that could be used for referencing and fostering cooperation with foreign organizations. Thus, it would ensure stability in the management of supply and demand based on the global rubber situation.

(2.4) Develop the market and distribution for Thai rubber in foreign markets through the promotion of rubber producers so that they would have the opportunity to open international markets through various activities such as joining road shows in the target countries. The goal is to present various benefits/incentives to invite investors to invest in rubber production in Thailand.

Rubber Authority of Thailand is the main organization tasked with connecting products with the brand of Thai rubber to create differentiation from foreign offerings and competitors in terms of pricing, certification, and identification of country of origin. This would lead to the acceptance of target buyers, which is a critical issue in that connects to the emotional attributes, which in turn leads to a good impression with the product and its quality. This would then lead to word-of-mouth about Thai products and services, which is in line with the view of Thai rubber producers and consumers.

Thai rubber products have good quality and this has been the way it has always been presented. Buyers tell about this to their colleagues. Thus, the reputation of Thai rubber quality is well known among buyers and consumers. However, the government should urgently communicate to create differentiation of Thai rubber from other competitive offerings. (Jaruwut Onkaew, Bangkok, personal communication, December 8, 2019)

The government sector needs to understand and educate consumers around the world in order to create a good brand and image for the products which are natural rubber raw materials from Thailand by marketing and branding on the quality of Thai rubber. In the past, there has been a phenomenon of linking the product itself with the country's image from the consumer. For example, China has become a natural rubber producer, despite the fact that it is the world's top user and

importer of natural rubber. Due to the quality of rubber products in China, when processed into latex pillows or mattresses. The product's appearance will be yellow according to the nature of the raw material. But China uses a public relations strategy that "If it is natural rubber, it must be yellow." While processed Thai natural rubber in the group of latex pillows or mattresses will be white. It is considered an attack on the image of Thai products and the nation's image. Even the European zone focuses on the use of synthetic rubber rather than natural rubber because of the lower cost. We have found references that natural rubber can develop latex allergy. Therefore, latex products made from the raw material such as housewife gloves, are currently made from synthetic rubber. But there are still products such as condoms and medical gloves that have not been replaced by the innovative technology of synthetic rubber. Therefore, the government must take this seriously because it is directly related to the country's image. In the past, the private sector has adjusted and created the understanding with respective buyers. However, it is necessary for the government sector to have public relations and academic inputs as well as cooperation and integration with various sectors, it will build consumer confidence further." (Decha Mesuan., Bangkok, December 9, 2019)

(3) Image of the User has to reflect the taste of the consumers, who choose to use Thai rubber, which would directly come from user experience.

Rubber products from Thailand are of good quality, which is different from other brands, from Indonesia and Vietnam. This is because the products can be processed into good quality products. Therefore, we prefer to order products from Thailand. In Thailand, there are many companies that are well-known and trustworthy. We are comfortable doing business with these companies because their products have a good reputation and quality. (Liang Bing, China, Personal communication December 14, 2019)

2) Strong Product Brand Image

It is the strong point of Thai rubber in having high quality and impressive service that is accepted by consumers. This ensures trust in Thai rubber products as being of high quality. However, it is necessary to have reasonable pricing compared to competitors. There are many companies that have a good reputation thus enabling confidence in doing business. However, new products or brands need to be publicized to create differentiation in terms of price to ensure competitiveness.

When Thai rubber is better known among consumers, who use rubber, there would be more use of products that make more use of rubber as raw material. If we are the producer and processor at the upstream level, we can use our own domestic produce. This would create trust and satisfaction from users who buy the products because Thai raw material are of high quality and this creates added value. (Supadej Ongsakul, Bangkok, Personal communication, December 10, 2019)

Image of Thai rubber products are associated with its respective quality. Even new customers, who have never used the product or tried it would know the reputation of Thai rubber products. This leads to acceptance of the reputation of quality. (Abdelnaswer Ihalwagy, Qatar, Personal communication, December 8, 2019)

Thai rubber brands have been perceived well among Chinese customers with confidence in the quality of rubber that is already good. However, if it is a new brand and not an original brand from the company that the customer has previously ordered, they can open up the market because the overall image from the quality of Thai products. But it might take time to promote and build new brand recognition. However, price differentiation must be created because new brands have to be cheaper in order to compete with existing products. Customers will be able to have trial orders for further production. Particularly, Rubber Authority of Thailand should create its own brand, which might become well-known in the future for its quality. This is because customers know the Rubber Authority of Thailand but have

never used the product or services for doing business together. (Tong Qi feng, China, personal communication, December 14, 2019)

It can be further explained that the communication regarding the image of an organization or country has to be derived from the product. Rubber products and services as well as the image of the buyers and Thai rubber products would lend itself for the creation of value-added for Thai rubber brands. This is in line with the origin of brands explained in Biel, (1992, as cited in Napassakorn Sakdanuwong, 2002). In addition, this is in line with the research by Watcharaphorn Tungpradit (2017), which examined the model of brand equity and product image that leads to brands that can influence the consumer behavior for cosmetics purchase in Thailand. The study shows the brand image goes beyond creating value added it does have an impact on the consumer purchase decision.

Brand Loyalty can be explained as the development of rubber products and price as well as the service that have an impact on the consumer's repeat purchase behavior. Particularly in the case of rubber, which is an agricultural product that has intense competition in terms of pricing. It is necessary for Thailand to have communications to create brand loyalty for Thai rubber brand.

(1) Service is considered the infrastructure to create convenience and trust for consumers. The development of infrastructure in the rubber market by the Rubber Department has fostered trust in the market trading rubber. This would increase the number of buyers, sellers, and volume to include creating value added in the Thai rubber market. It is communications that builds loyalty through the management mechanisms by the government sector to maintain quality and pricing for consumers.

(2) Modification of information technology that is relevant to the rubber system that includes the collection and dissemination of information by the private and government sector. The information should be unified, complete, accurate, and clear both in width and in depth. Also, it has to be up to date and could be shared to all stakeholders for use in analysis, planning, and decision making. This would include the urgent analysis about rubber that is ready to be disseminated to guide and warn stakeholders so that they

can adjust to the changes they might face in the future. Such tools and guidelines would create relationship and trust for the organization's brand.

(3) The connection between various government agencies such as the use of rubber in making roads, engineering, and transportation. Government agencies should create guidelines for the use of rubber in the domestic market and development of rubber processing. In fact, government agencies are the most committed in operating activities that would set examples for other target groups.

Brand loyalty could be created when producers are the senders and determine the message for the consumers to have repeated purchase and usage behaviors. Producers need to create strong relationships to develop trust. This is particularly important when problems occur. Producers can provide advice and help solve the problems for their buyers in a timely manner, which is a trust building technique. It requires the use of experts to provide technical advice to create understanding with consumers directly as well as provide recommendations about interesting rubber products. Consumers will become duly impressed. Thus, it can be said that personal media is important in communicating with buyers to enhance decision making and result in product and service satisfaction. This is because rubber has high price volatility. Thus, repeat purchase is very important in this period of intense competition. Also, there are internal and external factors that influence the decision to purchase Thai rubber products.

The company attaches great importance to good relationships with customers. Especially, when the customer has a problem, the company provides consulting solutions in the field of Rubber Technology. We have technicians to directly strengthen brand awareness and understand customers. If the customer purchases an unusable item, the main point is that the customer has to return the product or negotiate the price. Therefore, to create a good feeling, the company aims to provide technical solutions for the production process. Thus, we have to learn in the customer's business as well. This will help to mutually reduce costs. Also, there is a Know-How exchange with each other. The company gives importance to technicians as much as marketing. For some customers, executives

have to act and communicate directly with them to build their confidence in the quality. Most importantly, honesty with customers because rubber prices can change all the time. (Decha Mesuan, personal communication, December 9, 2019)

Operation in the form of agricultural cooperatives requires the operations of a committee that has clear policies. Our products aim to foster long term relationships with our buyers leading to word-of-mouth and repeat purchase. It is important to have quality products that meet the quality standards. The buyers would use our products because our reputation as rubber from Khao Sok does not disappoint. (Malisa Chantakanont, Cholburi, personal communication, December 8, 2019)

In addition, creation of brand loyalty for Thai rubber would focus on the good relationship with customers. Consequently, buyers would come back to make the purchase again. However, it has to be realized that the decision to buy depends on the price as well. Therefore, the use of brokers, might not be able to create trust in the search for products and pricing. But consumers accept this because it saves their time instead of seeking out for products themselves.

There are only a few buyers that come back for repeat purchase because there are only a few rubber companies in Thailand. A customer might choose to buy only from one company and not others so they come back to their usual seller. However, this depends of the product price and relationship, which plays a big part. In terms of dealing with the customers, there is the opportunity that the producer has to be competent in language skills and trade experience. But in practice, this is not done, so the buyers don't feel ok. (Niyom Wiwatsiripong, Bangkok, personal communication, December 9, 2019)

Therefore, when rubber is an agricultural commodity that has high levels of competition, there is an impact on the consumer buying behavior and purchase decision, which requires suitable pricing. When the consume decides to buy the product, they have

brand loyalty. There are also other components of the Thai rubber brand that has an advantage compared to other competitors. Thai rubber brands has the competitive advantage over other competitors. This is because the consumer decision making is based on the experience and associations with brand equity. Thus, the consumers can accept the price for the product or service. When the consumer perceives that the brand equity is higher than the price, the purchase decision is easy. However, on the flip side if the value of the brand is not balanced with the price paid, the decision to buy would be difficult and requires other factors to support it (Piyachart Isarabhakdee, 2016, p. 289). Thus, the brand equity results from brand loyalty. The creation of brand for Thai rubber products in the view of consumers from new markets such as Qatar, Saudi Arabia, Bangladesh, and the UK is based on the product quality that has to be consistent. There has to be sincerity in conducting business and commitment in being responsible for the product quality. This is evident in the delivery, payment, and speed in processing the purchase. These are factors that affect the repeat purchase of Thai rubber.

The most important attribute that leads to repeat purchase of rubber products, lies in the realization by the rubber producing country of the significance of quality. This will lead to trust in the product. Other service attributes include sincerity and commitment to the quality of the products, delivery, payment, and speed of processing. (Abdelnaser Ihalwagy, Qatar, personal communication, December 8, 2019)

Loyalty to the product depends on the consistency of the product quality and suitable pricing. (Mohammed M. Al-Sayed, Saudi Arabia, personal communication, December 9, 2019)

From the perspective of existing markets such as China, where consumers have used rubber products from Thailand, there is more opportunity to create brand loyalty for Thai rubber products. Consumers here have had the experience in using the products and give importance to the quality and service as well.

The most important factor that leads to repeat purchase or a company's product is the experience in terms of product and service quality. The price is something that can be negotiated because rubber purchase is a long term trade. (Liang Bing, China, personal communication, December 12, 2019)

Other Proprietary Brand Assets could be explained as other assets that can be used to create competitive advantage compared to other competitors. It is found that Thai rubber brands can create value added in the global market. The government sector plays an important role in driving the differentiation and value added for products as well as create agricultural product branding particularly for rubber as follows:

- 1) Adjustment of technology and innovation to develop basic agricultural products to be innovative high value products that serve the varied needs of the market. This can be done through the commercial research and development institutes with the necessary technology and innovation support to create smart packaging to reduce contamination, manage quality, and safety. There has to be tracking of the goods during transport as well as finding means to extend the life of agricultural products through packaging. This would create value added for the products and promote the brand creating new distribution channels with the use of information technology. However, the most important aspect is the use of trademarks to protect the intellectual property.

- 2) Develop quality and uplift standards throughout the supply chain with the policy to support and promote rubber farmers to get certification for sustainable forest management (FSC/PEFC/TIS 14061). The quality and standard for basic processed products has to be developed in line with the needs of the producers downstream. This includes promotion of the rubber farmer institutes that need to be modified/developed to be processed in line with the FSC/PEFC/TIS 14061, and GMP standards.

- 3) Revision of the TIS for every type of rubber products that is comparable to the international market standards. This includes support for the modification/development of rubber products in line with TIS and international standards, which is a means to ensure rubber product quality. This would result in the standardization

of rubber products among producers to create more value. Each type of rubber product has to have its own symbol so that consumers can recognize it making it unique. This is because the product can be sold anywhere in the world. Also, there has to be control of the consistent product quality for rubber products made in Thailand.

4) Support and promote research facilities to certify rubber quality such as the ISO-17025 certification. This would drive producers to make use of the labs or testing centers to certify rubber quality of existing products. Also, there has to be adjustment in the process of certification to be more convenient and faster.

5) Development of the label to communicate the quality of the products, which is the same as the guideline for energy saving initiatives by EGAT. Rubber Authority of Thailand has been tasked as the government agency in charge of the integration for creating awareness of Thai rubber. The trademark is very important for consumers to create trust and acceptance leading to purchase.

5.2.2 Brand Communications Strategy for Thai Rubber to Enter the Global Market and become Thailand's Business Ambassadors

The perspective of Thai rubber producers that export their products and consumers of rubber users have the same view regarding the brand building strategy under a unified strategy. This includes the use of Integrated Marketing Communications, Customers Relationship Management, Brand Ambassador, and Marketing Public Relations. The findings are presented in the following section.

1) Integrated Marketing Communications Strategy has to create awareness of information and stimulate interest. Thai rubber products can serve a variety of needs in the international market. It is critical to use tools that can ensure effective communications that is in line with the products or services. The government sector, which is the Rubber Authority of Thailand, is the center and main host for all of the marketing communications. This is because it is credible and has the ability to coordinate with other organization to communicate with foreign consumers. The activities and format of brand communications leading Thai rubber products to the global market. This is in line with the integrate

marketing communications defined by Schultz, which explained that there are 8 activities as follows:

(1) Advertising creates awareness and understanding as well as motivation in making the purchase decision rubber products from Thailand. This is especially true for consumers from new markets, which may not know or try Thai rubber products. It will enable a wide reach of consumers and target groups around the world.

Customers believe the advertising about the rubber block, STR 20, which made the product gain market share. This is now in high demand. Thus, if we promote and advertise more there would be more good things to come. The emphasis should be on smoked rubber sheets, because it is differentiated from other products with a clear competitive advantage. (Niyom Wiwatsiripong, Bangkok, personal communication, December 9, 2019)

As the consumer, who purchases rubber products from Thailand and sell it in other countries. I think Thailand needs to urgently promote its rubber products to create awareness, understanding, and motivation that affect the purchase behavior in a positive way. This is critical in reaching the target and consumers worldwide. (Abdelnaser Ihalwagy, Qatar, personal communication, December 8, 2019)

(2) Event Marketing has to organize marketing activities that are held both in the domestic and international markets such as the annual Thailand Rubber Expo. There should be organization of business matching between rubber producers and buyers both in Thailand and in international markets. This includes activities such as fairs, exhibitions, business matching, and organizing road/trade show, which is a suitable strategy for rubber products to encourage consumers to develop the desired purchase behavior. But for basic processed rubber products, there should be innovative technology transfer to create awareness of quality in the production process. These activities are in line with the 20-year Rubber Master Plan (B.E. 2560-2579). This would determine the future market. The communication and distribution channels of rubber products both within

Thailand and in foreign markets create added value. In addition, the communication model used for marketing activities would best reach consumers. This is in line with Arpaporn Darongdejkul (2015) about the competitive advantage for Muslim apparel in Thailand between major and small brands. It is found that big brands that produce Muslim apparel use integrated marketing communications that affectively reach consumers. They also use special activities to reach good relationship between consumers and brands. This would make the consumers feel that they are part of the brand and remember it well.

(3) Point-of-Purchase Communications include the establishment of rubber product exhibition center and distribution centers in major tourism destinations (emphasis on pillows/mattresses). The development of the rubber promotion center in target markets in the form of one stop service providing information about rubber products. This has an impact on consumer buying behavior at the point-of-purchase. This is in line with the government policy defined in the 20-year Rubber Master Plan (B.E. 2560-2579). Also, it is in line with Susisada Intra (2008), who studied the product strength of Doikham brand, which uses marketing communications to disseminate information about the product. Consumers get information about Doikham most from point-of-purchase advertising in the Doikham stores. Therefore, Thailand should set up distribution centers in target countries. This would be a good strategy to better reach consumers. In addition, it has an impact on the decision to buy products because they can see the real rubber products.

(4) Sales Promotion includes the activities to motivate investors both in Thailand and abroad to invest in the industries that use rubber as raw material more in the domestic market. This includes support in low interest loans to change machinery improving productivity and reducing costs in terms of rubber processing industry/rubber wood. The appropriate communications for the type of rubber would stimulate consumers in both existing and new markets to make quick decisions to purchase the products. It can be seen that these activities could be conducted by Thailand as the rubber producing country through presentation of incentives to target consumers. This would stimulate consumers to trade rubber products easily. However, these sales promotion activities are techniques that could be used with rubber businesses effectively for both producers and

consumers. From the rubber producer perspective, these activities can be done continuously, while the consumers view that these activities should be done in conjunction with event marketing or support sponsorship marketing in various activities such as academic seminars, international trade show, or road show. Consumers would join these activities to learn more about the producers and new businesses. This is particularly true when consumers join the sponsorship of such events.

Rubber Expo and Trade Show is important. The company always joins these activities to meet and know more about the customers and present the products. (Supadej Ongsakul, Bangkok, personal communication, December 10, 2019)

Road show or trade show is a good investment especially when large volumes of products can be sold in big lots. This is more suitable for rubber products. (Niyom Wiwatsiripong, Bangkok, personal communication, December 9, 2019)

Special marketing activities such as trade show or trade show that supports sponsorship for various activities. This has an impact on the investment decision in the rubber trade. (Mohamed Fareix, Bangladesh and Management in the Hemingway Groups, United Kingdom, personal communication, December 7, 2019)

(5) Direct Marketing Communications include activities drives the government sector to use rubber in the domestic market. This would be a model for marketing communications for consumers both in Thailand and abroad. It is a form of communications that is initiated by the government sector to integrate the drive for government agencies to use Thai rubber products. Direct communications with foreign customers is done using e-mail. For consumers in the existing market, meeting would be arranged for negotiation. Consumers in the new market would receive information about products, price, and promotions. There has to be a database that specifically provides business information about rubber products.

Communications with customers are done through the use of e-mail. Meetings are also held to discuss the demands after that the product sample would be delivered. If the customer is satisfied with the product, the delivery would be made. Usually, it is sold in the futures market. (Niyom Wiwatsiripong, Bangkok, personal communication, December 9, 2019)

Communications that is important in the Chinese market is networking. The emphasis is on the meeting between buyer and seller. Negotiations can be done through email to present the products or initiate trial to test product quality. (Liang Bing, China, Personal communication, December 12, 2019)

Communications could be done with consumers via e-mail for updating new products, price, and promotions. (Abdelnaser Ihalwagy, Qatar, personal communication December 8, 2019)

However, rubber is an agricultural commodity that has specific use needs communication in the form or personal communications that is in line with the study of Arpaporn Darongdejkul (2015), which examined the comparison of brand building of Muslim apparel between big and small brands. Smaya Couture is a small company that uses integrated marketing communications, which is best done utilizing electronic communication through social media. This enables quick responses to questions. Also, this is an effective tool to reach consumers in communicating about products and services to consumers.

(6) Public Relations creates a better image for the rubber brand beyond just selling products through the production of media and dissemination of information such as news about the rubber products that have good quality control through various media. This can be done through the website of the Rubber Department, brochures, and video clips. Particularly for the trader or interested consumer group, who want to buy the product directly. It can be observed that Thailand has few publicity and communication for rubber products in foreign markets. This might be the result from many factors, thus, the

consumers may not receive information, which is accurate. Eventually, this would impact the image and reputation of the Thai rubber products.

There is few communications regarding Thai rubber products. Communication with the target is difficult because of many factors such as trade deals, tax, and policies in different countries as well as traders. Thai rubber is well accepted in foreign markets. It is important to let consumers know what product types are being produced. Today we lack the public relations. Public relations should be done through the website of the Rubber Authority of Thailand including brochures, videos and public relations from relevant agencies. It can communicate brands of rubber products to consumers. (Jaruwut Onkaew, Bangkok, personal communication, December 8, 2019)

Thailand needs to develop and create opportunities to publicize its rubber products to the world. So far there are only communications for businesses. It is important to convince consumers so that they would know and accept the quality of the products as well as the price of Thai rubber products. (Mohammed M. Al-Sayed, Saudi Arabia, personal communication, December 9, 2019)

(7) Personal Selling, which is a personal communication that could convince consumers to buy and try the product. In the rubber trade there are brokers, who play a significant role in the decision making to buy rubber products. In addition, Thai rubber producers such as farmers and rubber farmer institutes have tasked the Rubber Authority of Thailand to represent them. This is in line with the study of Nantarattattayakorn and Wilaiphorn Chirawatthaset (2020). The communication of successful SMEs lies in the brand communications strategy and positioning, which is differentiated from competitors leading to satisfaction in terms of emotional attributes. This means the brand personality is trustworthy and dignified to build credibility as well the brand has to be friendly. The brand identity has to have quality that provides experience of value that impresses the consumers. Also, the brand would be related to nature, which would improve the perception among consumers, which would make the most of integrated marketing

communications particularly the use of brand ambassadors such as management or employees. In addition, consumers in both the existing and new markets give importance to marketing communications with focus on personal selling or marketers. This would make Thai rubber products well known faster and create a good first impression. Thus, rubber products can better reach consumers to facilitate the decision making.

Sales people can make a good first impression with the product. They have an important role in the decision making for consumers. In addition, proactive marketing public relations help to open new business opportunities abroad to promote Thai rubber products making them known faster. (Mohammed M. Al-Sayed, Saudi Arabia, personal communication, December 9, 2019)

Communications strategy can reach consumers to entice decision making through the sales people of the company. (Mohamed Fareix, Bangladesh and management of Hemingway Groups, UK, personal communication, December 7, 2019)

Creating networks is important in China because it is a big country with a large variety of customers. It is not easy for companies to reach consumers. They must be reached through traders and there are many steps in the process to reach the major consumers. Thus, it is important to create marketing networks of producers in Thailand and rubber users in China. They need to come together to stimulate the market starting with market analysis and customer satisfaction. This enables them to plan the marketing plan together for both old and new brands that would eventually reduce the marketing costs. (Tong Qi Feng, China, personal communication, December 14, 2019)

(8) Sponsorship Marketing encompasses marketing communications in Thailand and the Thai government, which is important in investment in marketing such as financial incentives for the private sector to produce products to replaced foreign imports. This should increase exports of rubber products as well tax incentives for investors to

support research and development, which is in line with the 20-year Rubber Master Plan (B.E. 2560-2579).

Integrated marketing communications tools used by Thai rubber products have to be done in line with the IMC strategy to foster the relationship between Thai rubber brands and consumers. This would enable consumers to make the appropriate purchase decisions to create consumer loyalty. Thailand has the goal to differentiate its rubber products in the world market to help support international communications so that consumers would be aware of the image and news of Thai rubber products. The Rubber Authority of Thailand is the government agency that assists in the communication between consumers, who are the target in an effective manner. Most importantly, this would reduce the cost in using the integrated marketing communications because it is necessary to plan and integrate the cooperation if all sectors including government agencies, private sector, and rubber farmer institutes. There has to be a systematic communication that is in line with the IMC (Pradit Choompolsathien, 2004, pp. 63-65). In addition, Thai rubber brand communications to increase value in the global market utilizes IMC tools, in line with the study of Mattikorn Boonkong, (2014), which examines brand equity from 2009-2013. It is found that advertising, public relations, sales promotion, word-of-mouth, and new forms of marketing activities have an impact on the brand. They influence brand awareness, making associations with the brand, and promoting brand loyalty. This would lead to the success in the development of the brand and create added value in the mind of consumers. Also, this is in line with the study of Arpaporn Darongdejkul (2015), which made a comparative examination between big and small Muslim apparel brands. It is found that organizations that know their target group would gain acceptance and trust. This is also evident in secondary targets, which would lead to the decision to purchase products and services. In addition, the Muslim apparel brands communicate through the use of various strategies including building good relationships. The brands would use the appropriate communication tools to suit each of the target groups to build the brand. This would help to reduce the costs in choosing to use the IMC tools for maximum effectiveness.

2) Customer Relationship Management has the goal to create positive attitudes towards products or services for organizations to make consumers know the accurate information. This would help consumers remember the positive aspects of the products and services of the organization in the long term. The goal is to increase sales of products or services continuously over a long period of time to create subsequent loyalty. Particularly, Thailand has a variety of rubber products. This is because when consumers have had the experience with any product, they would feel impressed and have a positive attitude. It becomes an opportunity to present the products and services for more chance of success. Consumers would then recommend products and services to others (Chuenchit Changchenkit, 2003). Thai rubber brand communications would utilize customer relationship management to increase added value for Thai rubber products in the global market, which can be categorized in 4 directives as follows:

(1) Customer relationship management includes both in the domestic market and stakeholders. The government has the policy to emphasize development and produce research works that create added value that serves the needs of stakeholders, upstream, midstream, and downstream for competition in the world market. Cooperation would require the use of resources from both the government and private sectors to operate relevant works to support the integration with rubber related agencies such as farmers, rubber farmer institutes, and rubber enterprises. The research works have to be applied for implementation and development to make Thailand the center for rubber industry based on this directive. In addition, this would entail the creation of good relationships with stakeholders in the country with the strength as a rubber producing nation. Thailand has a variety of rubber products. Rubber Authority of Thailand has given importance for proactive marketing. This strategy would utilize existing assets to further develop the market infrastructure for the rubber central market as envisioned by the Rubber Department. This would become a futures market creating credibility increasing the number of buyers, sellers, volume/value of rubber trade in the electronic format (Master Plan, Rubber Authority of Thailand, B.E. 2560-2564) (4th amendment during 2562-2564, pp. 80-81). This is a means to maintain existing customers and gain new ones (Phanu

Limmanont, 2005, pp. 71-72). Therefore, there is importance for continuous Thai rubber product development. Maintaining customers comes from satisfaction derived from understanding of consumers, who can provide better service. This becomes retention to keep customers buying the Thai rubber products. However, these products have high costs and specific targets, therefore there is a need to build relationships. There has to be continuous relationship and consistency (Phanu Limmanont, 2005, pp. 71-72) to increase sales volume and improve service for consumers to build long term opportunity for the reputation of Thailand.

(2) There has to be study visits in factories to see the production process to create trust and brand credibility for consumer acceptance. These activities are communications that present rubber products and services in terms of distinctiveness, which leads to real added value. In addition, it enables new customer acquisition (Phanu Limmanont, 2005, pp. 71-72). Quality of Thai rubber products are distinctive when compared to other producers. If consumers can visit the production process, they would gain more confidence in the purchase decision. At the same time, if customers face a problem with the product or service or are not satisfied, these activities would serve as a means to demonstrate the sincerity and sense of responsibility that suits the situation. This is a good way to foster relationships with foreign buyers. When there is trust, credibility in business practices would lead to loyalty to the organization or company. This is particularly true for the traditional market, China, which has confidence in quality production process as customer win-back strategy.

Today there is a focus on good relationships with customers. Especially, when the customer has a problem, the company provides consulting solutions in the field of Rubber Technology. We have technicians to directly strengthen brand awareness and understand customers. If the customer purchases an unusable item, the main point is that the customer has to return the product or negotiate the price. Therefore, to create a good feeling, the company aims to provide technical solutions for the production process. Thus, we have to learn in the customer's business as well. This will help to mutually reduce costs. Also, there is a Know-How exchange with each

other. The company gives importance to technicians as much as marketing. For some customers, executives have to act and communicate directly with them to build their confidence in the quality. Most importantly, honesty with customers because rubber prices can change all the time. (Decha Mesuan, personal communication, December 9, 2019)

This line with Surachai Srinorajan and Bu-nga Chaisuwan (2019) studied that the strategy to build confidence, which leads consumers to have brand loyalty. Thus, it is necessary for consumers to experience the cultivation. They learn the process through organic farming learning centers. In addition, the location is well decorated in order to serve the needs of consumers, who like to take pictures. There are signs that provide information, which is beneficial. This includes information about the production process, product benefits, and information about agriculture. Consumers can learn and experience the farm. They would be impressed and go back online to spread word-of-mouth, which is commonly known as viral marketing.

In addition, the government has the policy to improve the convenience of the service process and management of customer complaints from customers and stakeholders. These processes have to be fast, transparent, and can be checked. In addition, the communication channels, building of relations, and offering transparent presentation of information that is beneficial for the public. As a rubber producing country importance is given to problem solving and create long term relationships, which is in line with Lovelocks and Wright (2003, p. 25). The researchers explained that customer complaints should be considered a profit center more than being a cost center. Unhappy customers would change to use other producers. Thus, the organization would lose profit in the long term, when customers move to use other sellers. Therefore, it is a more worthy investment to try to solve customer problems to protect the profit in the long term.

(3) Rubber products are an example for consumers to try the product, which is suitable for new customer acquisition. Consumers, who use rubber products

provide referrals leading to word-of-mouth. It is also a means for Thai rubber product publicity to other consumers (Phanu Limmanont, 2005, pp. 71-72).

Operation in the form of agricultural cooperatives requires the operations of a committee that has clear policies. Our products aim to foster long term relationships with our buyers leading to word-of-mouth and repeat purchase. It is important to have quality products that meet the quality standards. The buyers would use our products because our reputation as rubber from Khao Sok does not disappoint.” (Malisa Chantakanont, Cholburi, personal communication, December 8, 2019)

Consumers both in existing and new markets give importance to the experience in purchasing Thai rubber products. The experience leads to word-of-mouth among business colleagues, investors, and customers, who have used the product or service. This group is familiar and know the product. They influence the credibility in making the decision to buy or use the product or service.

The channel for receiving news of foreign investors would be word-of-mouth from friends or customers, who have used the particular product.” (Mr. Mohamed Fareix, Bangladesh and Management of Hemingway Groups, England, personal communication, December 7, 2019)

The rubber business groups in China are the biggest in the world. They communicate and network. If a product has good quality and is a worthy investment. The Chinese businesses would recommend the production source as in the case of Thai rubber as raw material, which is a preferred product in China. (Tong Qi feng, China, personal communication, December 14, 2019)

(4) There should be examples and references from customers regarding Thai rubber products to create trust and satisfaction. Rubber products have been exported to Germany. There are product samples and pictures as evidence that create confidence among consumers that the products have really been exported to the target countries. The export of raw material for a large rubber tire company that has production base in Thailand

is done in the form of block rubber to globally known companies such as Michelin, Otani, and Deestone. More importantly, the rubber business creates networks for doing business. Therefore, communications is necessary to build relationships as well as negotiation meetings between buyers and sellers. This is critical in existing markets. For products and services that have good quality, customers would recommend it to others in the rubber business in China. The important person in creating relationships are traders or brokers. They have the role in impacting the decision making because they are close and directly connected to buyers. These consumers trust them since these business owners have a good relationship with the brokers. Prices are determined through the negotiation between consumers and brokers, when both parties agree on the price, the purchase can be done right away.

The strategy for customer relationship management is necessary because of consumer trust. Business owners have a good relationship with brokers. Price is determined from negotiation from consumers and brokers. When both parties agree on the price, the purchase can be done right away. More importantly, the presentation of the products needs samples to show buyers every time so that they can test the quality of product attributes. (Niyom Wiwatsiripong, Bangkok, personal communication, December 9, 2019)

There are many people, who know rubber product brands from Thailand. There are many brands. Most of them are known from recommendations and references. Some know these brands from traders. Some know each other directly. (Tong Qi feng, China, personal communication, December 14, 2019)

Customers would tell others in their common rubber business network. They know and trust the major Thai brands since they have done business together for a long time. Traders usually recommend new products to be tried. If the product is good, then purchase would be made continuously. (Liang Bing, China, personal communication, December 12, 2019)

The customer relationship management strategy is important for the continuous brand communication of Thai rubber products in the global market. This is because it is an activity that involves both producers and buyers, where both gain mutual benefits over a long period of time (Chuenchit Changchenkit, 2003, pp. 12-13). It is important to create added value for Thai rubber products in the global market. The management of customer relationship of both local and international buyers increase the potential and competitive advantage of Thai rubber products. This is in line with Benyathip Noopuek (2017), which found that competitive advantage in the Thai palm oil industry in global market is customer relationships, which is very important. The relationship with customers results in increase in sales volume and income for producers and the country. It builds confidence and unwavering loyalty for Thai rubber products, so customers would not shift to other sellers. When problems occur in the use rubber products or services, a good relationship guarantees the solution. This would create trust, which impacts the business in the long term. Management would be impressed and tell other consumers. This would build credibility and good image for Thai rubber products. When Thailand has new rubber products these new brands would be strong as well. This would create opportunities in the market thus consumers would be able to decide on the purchase easily and quickly.

3) Brand Ambassador Strategy is necessary for consumers to be aware about the brand and have recall of Thai rubber products. This also includes stimulation of the decision to make the purchase. These should be guidelines for the use of rubber to be the ambassador of Thai agricultural products. There is still the need to rely on personal media as the communication tool for rubber products. This is because rubber is an agricultural commodity with a wide variety of products. It targets a specific consumer group that is not commonly purchased and it has to be chosen from producers and distribution from any source. This is in line with Teeraphan Lothongkam (2007). People are the connectors that make brands interesting. It is also in line with branding 4.0, which explains the stories of various brands that have been successful at the global level. Brands are related to the country of origin. It is found that these brands start with people or result from personal branding of the founder or influencer. Piyachart Isarabhakdee (2016, pp.

104-112) are created from people. The importance of rubber as the agricultural ambassador for Thailand. There has to be awareness of the knowledge, experience, social values, environmental and social context, support, communication, and building relationships through personal communications. They are represented in communications to the public both in the domestic and international market particularly consumers, business partners, and traders. This is in line with Blanco (2010), which explained that the main component of the brand ambassador reputation should have guideline for Thai rubber brands as follows:

(1) Thailand should have Mr. Rubber in each area and region such as Europe, Asia, and China to analyze and keep up with the rubber situation. It is necessary to analyze consumer behavior and report back for planning to deal with the situation. This means that the Thai rubber brand ambassador has to have knowledge, experience, and have official title appointment as Mr. Rubber. This would be one of the components creating trust for the Thai rubber ambassador. The role of the rubber brand ambassador is to analyze and connect with the target group utilizing communications through academic understanding. Therefore, the creation and utilization of people with good reputation would enhance the credibility as the public relations representative. They could present rubber products and stimulate the market in a proactive manner for Thai rubber products. This would have an impact on the decision making for trade and investment in Thailand.

Thailand must adapt to modernization. Government mechanisms alone may not be able to compete with the global market. This is because Thailand has to compete with other countries. Each rubber producing country has made it clear on the world stage that they have rubber in their hands. Therefore, the mechanism in the market must be quick. Rubber Authority of Thailand should have overseas offices. There should be Mr. Rubber in each area to be responsible for each region such as Europe, Asia, and China. The role is to analyze the rubber situation, study the consumer behavior analysis and report it as information for planning and coping with in the future. (Titus Suksaard, Bangkok, personal communication, December 9, 2019)

The use of communication mechanisms to create rubber brand ambassadors for rubber products is beneficial for the brand image. (Jaruwut Onkaew, Bangkok, personal communication, December 8, 2019)

The use of people with a good reputation and credibility to present the rubber products. This has an impact on the investment for rubber trade. (Mohamed Fareix, Bangladesh and Management in the Hemingway Groups. UK, personal communication, December 7, 2019)

(2) The determination of personnel with expertise, known as rubber technology is part of the role of the brand ambassador. This would directly build credibility and exchanges of knowledge impacting the consumer repeat purchase behavior of products and services. The suitable person should be a researcher or scientist. These people have the knowledge and experience that could create customer satisfaction. The guideline for the brand ambassador could be done based on Branding 4.0 by Piyachart Isarabhakdee. Brands need to have know who and know how and most importantly know yourself. This is the start of the transfer of the brand equity through relationships with consumers and society, which has an impact on the purchase decision of consumers. When this is combined with the business capability of the brand, it becomes the mechanism that helps the brand create strong differentiation. This is important in driving business success in this era (Piyachart Isarabhakdee, 2016, pp. 104-112).

The brand ambassador strategy for Thailand should use scientist or researcher, because they are knowledgeable about rubber, which is a specific area that needs in-depth knowledge. Customers or users would prefer those who are knowledgeable about technical aspects such as chemists and factory researchers to exchange knowledge that would be beneficial for Thailand. (Supadej Ongsakul, Bangkok, Personal communication December 10, 2019)

When there are a variety of Thai rubber products, the use of rubber brand ambassador would help to create value added for Thai rubber. This is done through creating awareness and knowledge about the quality of the brand. The brand associations and most importantly it creates brand loyalty among consumers. Thai rubber products have competitive advantage compared to other products. The brand ambassadors for Thai rubber products should be experts in their field. This would enhance the credibility of the brand ambassador in line with Kanok-on Markthip (2009). The target group can recall the product ambassadors, who best represent one product. Credibility is important for brand ambassadors. It is found that brand ambassadors, who represent one product compared to those who represent many products, have no statistical significance difference in trust at the 0.05 level.

4) Marketing Public Relations Strategy is done to create brand awareness and make the product or organization attractive through various media. The marketing public relations strategy focuses on the brand communications that creates value added for Thai rubber products in the global market. This is in line with the definition given in Shimp (1997, pp. 86-90), which can be categorized in two ways as follows:

(1) Proactive MPR creates the image for the organization or company as the representative for the Thai rubber product seller. These groups would publicize about the products as if they were sales people for Thailand directly. This is particularly true in the existing markets such as China, where consumers use a lot of rubber. Reaching consumers directly can be done in many steps with a high cost for a long time. The use of traders or brokers makes it easier to reach consumers. More importantly communications could use the same language in creating the image for the product creating higher levels of trust among consumers. Representatives would help to stimulate the market starting from survey of the market, satisfaction of consumers, and market planning for products and services from the existing and new brands. This is in line with Kotler (1997), wherein brands should stimulate awareness through the creation of stories about products and the organization. Eventually, this would create awareness and trust for products and organization through many media. This is done using trustworthy content in various media

utilizing trustworthiness in creating to increase brand awareness, news, knowledge, and understanding. As a consequence, this would reduce the marketing costs (Kotler, 1997, pp. 11-16). These marketing public relations activities are comprised of the following:

(1.1) Hosting international academic seminars in Thailand annually or joining international conferences such as the China Rubber Conference, World Rubber Summit, or Global Rubber Conference as a means to publicize Thai rubber products. This is in line with marketing public relations explained with Kotler (1999). These special activities enable participants to respond that can be measured in terms of media coverage. These activities utilize personal communications to create trust such as researchers, academics, and scientists to present research works and development in order to provide information about natural rubber products or processed products. This is in line with Pornthip Pimolsin (2005) explained that some products or services cannot be advertised thus, marketing public relations could be used such as in the case of food supplements or hospitals. Information or news is provided in terms of knowledge. Rubber is an agricultural commodity that is sold in the form of raw materials that cannot be advertised. This is because consumers need to know and understand how to use the production process in various industries. At the same time, some rubber products cannot be advertised but can utilize the strength in this new knowledge society and advances in technology to develop rubber as a highly varied product. There might be roles in changing the lifestyle as well as thoughts and values of consumers. This includes rubber pillows or mattresses for health or roads that are safe and environmentally friendly.

(1.2) Provide funds for study trips, exchanges, and research and development for academics/researchers, who research about rubber. This includes the search and cooperation for the rubber research and development among countries related to rubber and international rubber institutions. This is in line with Pornthip Pimolsin (2005), who explained that communications in the form of such as activities create good image and market support. More importantly there is the capability for competitive advantage in terms of differentiation to develop quality personnel. This would create good impression with consumers, who would present the information that is beneficial to the

consumer's business. In addition, this creates relationships with the development and service between producers and producers as well as between producers and buyers, which creates mutual benefits.

(2) Reactive PR could be categorized into 2 main issues as follows:

(2.1) Brands of rubber products as well as the public relations aimed at the target countries needs to have labelling that ensures the product quality. Marketing public relations can produce value added for rubber products by the government sector. This means that Rubber Authority of Thailand has an important role in creating Thai rubber brands to promote the brand image. It has to be the center for all channels of marketing communications. The government has to be the host because it has credibility and capability for integration of communications to foreign consumers. This is in line with Suwimon Suthipong (2006) has studied the public relations of the Thai Postal Service, which is a state enterprise like Rubber Authority of Thailand. It is found that the public relations strategy of the organization uses a variety of media. They use mass media as the primary communications channel. This has impact in terms of communicating the organization's image in this first stage after it was transformed with a new image with the goal to create knowledge and confidence. In addition, Rubber Authority of Thailand has to integrate the efforts in creating and developing a single standard for the products. However, there has to be the creation of a brand with a symbol so that consumers can remember the product that is different from others. The product can then be sold in international markets around the world. The communication to target consumers in both domestic and international markets through the use of Rubber Authority of Thailand website, brochures, video clips, and public relations content from relevant agencies. These activities communicate the rubber brand to consumers in line with the use of marketing public relations as defined by Kotler (1999), which entails the publication and creation of news to present information to consumers. It can be surmised that public relations for Thai rubber brands in the global market is effective in creating the image and public relations for Rubber Authority of Thailand as the main organization responsible for the rubber industry in Thailand. This is in line with Esmailpour and Barjoei (2016), which found that in highly

competitive markets today, brand is an important strategy to create competitive advantage and satisfaction for product and brand consumers. It is one of the intangible assets of the organization that could create added value for the organization. This would have a positive effect on the organization and is important to the brand and customer satisfaction. The brand equity has a significant impact on customer satisfaction.

(2.2) The role of Thailand through organizations or companies or government representatives are related rubber business and products are critical in helping and promoting society and environmental protection. These are important competitive advantages compared to competitors from other rubber producing countries. In new markets, where consumers care about social and environmental responsibility, this would impact investment in Thailand. Therefore, Thailand should present that Thai rubber is natural with no chemical additives, which is in line with marketing public relations as defined by Kotler (1999). Importance should be given to the community, which is defined as the rubber producers in Thailand who are the inputs for the quality rubber products. They are important to the decision making of consumers. Thus, there should be support in determining research from the problem/needs of businesses. There should also be the creation of incentives to implement research projects for the benefit and commercialization. The use of rubber needs in the government and private sectors should be studied and provided as input for the rubber promotion plan in the rubber farmer institutes. In addition, it should include the study/analysis/research to determine the trends and opportunities to export rubber products to new markets. Also, there should be research for the development of the logistic and supply chain in the rubber industry to connect to other supporting factors for marketing the products both in the domestic and international markets.

Marketing public relations is more than just creating brand image for Thai rubber brands, it is the opportunity to create competitive advantage in this intense competition with other rubber producing countries. There are also limitations in terms of delivery time, which impact the quality of rubber. This is in line with Sasiprapa Chairasit (2011), who studied marketing public relations as the survival strategy for modern

businesses. This strategy is very popular in this time of globalization with intense global competition. Marketing public relations has an important role in business operations and has an impact on the survival of modern businesses.

5.2.3 Factors that Impact the Thai Rubber Brand Communications in the Global Market could be Analyzed in 3 Parts as Presented in the Following Section.

1) Part 1 Analysis of Internal and External Factors – This is based on the SWOT analysis by Kotchanan (2005). The SWOT analysis is a framework for studying the marketing factors such as market situation, market size, and business opportunities. This would be used to determine the operations and process for understanding the environmental factors. It comprises of internal factors and external factors. The analysis would be used to determine strategy and brand communications based on the framework.

(1) Internal Factors include the capability and readiness in terms of Thai rubber brand communications with the strength and weaknesses as presented in the following section.

(1.1) Government Policy – Thailand has established Rubber Authority of Thailand to manage rubber production in an integrated and systematic manner. It has to drive the 20-year Rubber Master Plan (B.E. 2560-2579) to solve the infrastructure problems. It has the goal to increase domestic use of rubber with emphasis in the export of rubber to reduce the impact of lower rubber prices. It has to set the foundation for the sustainable growth of the Thai rubber industry. Also, it has to communicate the Thai rubber brand to the global market through research and development from the upstream, midstream, and downstream of the supply chain. This would enable Thailand to be the center of rubber production in ASEAN. It has to solve the problems of fake products that affect the image of Thai products. In addition, it has to develop laws that are conducive to the development of the rubber industry in a systematic manner to provide motivation for investors. There is a policy to create brand communications for Thai rubber products presenting the differentiation in terms of quality so that foreign consumers would know

and understand. It is also important to foster cooperation in the international stage in terms of communications and problem solving. This would make rubber an important agricultural agenda in ASEAN. This is in line with Pimkamon and Pad (2020), who recommended that the policy to develop rubber in Thailand has to entail that the government modify the laws to suit the modern context. There should also be a systematic data collection that could be used for accurate decision making and development of rubber in Thailand. Also, there should be participation from relevant stakeholders through listening of real problems that influence policy making, which should serve the needs of all Thai rubber industry stakeholders. And This is in line with Yajuan Sun (2017), who studied that Agricultural brand building will be considered as an important agricultural transformation and efficiency. It will help farmers to increase their income and will play an active role in the realization of agricultural modernization.

(1.2) Human resources – The government has made the development of human resources in Thailand an urgent agenda. The country is expected to be an aging society in 2031. The rubber industry is now facing a lack of labor as well as lack of skills, knowledge, and ability of personnel in managing business and communications. As a result, farmers need to be developed as smart farmers and the rubber farmer institutes as smart group. Rubber Authority of Thailand as the government agency managing rubber has to be the smart officer. This is in line with Yajuan Sun (2017), who studied that Brand Building to help product to enter to the market. This will create a good impression on consumers and make a good corporate image. The government policy should be functioned as a leading tool in organizing farmers to manage Brand and to understand the tangible benefits. As a result, customers could appreciate Agricultural Products Brand, creating economic benefits at the macro level.

(1.3) Financial situation – Thailand is still facing lower economic expansion that the country's potential. The reduction in investment in Thailand, the global economic decline as well as the economic infrastructure that does not enable innovation to move to its full potential effectively, low productivity in the agricultural sector, lack of effective technology use in manufacturing, and low quality labor and capability that does

not fit the national development, are all critical problems hindering the country's development. Rubber farmers need to sell through intermediaries resulting in negotiation of prices and reducing the income of farmers. However, Thailand has funding through Rubber Authority of Thailand to motivate producers to export more rubber and develop products to replace foreign imports. Also, it has to develop loans for rubber farmer institutes and private companies in order to expand their business. This is in line with Chris (2012), who recommended that the strategy of branding agricultural commodities is neither new nor the preserve of mature states; successful cases show it is within the reach of countries and producer groups with limited resources. The building blocks of branding are consumers, products, markets, resources and infrastructure, and commodity branding strategies in developing countries should make the most of limited resources by attracting seed funding and investing in branding that fits producers' appetite for risk.

(1.4) Production Potential has been affected by changes in the global weather as well as deterioration of the environment. This has a major impact on agriculture. Even though Thailand has suitable cultivation land for rubber in every region of the country, however, the production per rai has a declining trend in the past 4 – 5 years. This reflects the potential problem that Thai rubber productivity would reduce in the future. Therefore, Thailand has to solve this problem by managing productivity through Rubber Authority of Thailand. There has to be management of the cultivation area to maintain the balance with the demand for rubber. Logistics for the entire rubber production process in the country needs to create competitive advantage for the industry. There should also be a database of Thai rubber information as well as the development of communications for knowledge transfer of relevant research in terms of production, processing, economy, and stakeholder industries as well as the government and private sectors. Rubber farmers need to develop their plantations and improve production capacity to maximize value. This is in line with Punninon Sirisuwat and Teerasak Jindabot (2013) studied that generate contemporary information to use as a policy planning in both the production and the development of the rubber industry to enhance competitiveness and to support the

implementation of the development strategy of the rubber export industry for comprehensive and concrete outcomes.

(1.5) Marketing Communications can be divided as communications and marketing in the domestic market. For speed and unity, it is important to build alliances to drive the policies in the rubber industry. It is important to register stakeholders of the rubber industry in order to manage them in various dimensions. It is also important to communicate in the international markets to build the image for Rubber Authority of Thailand in building the brand, establishing research facilities, and rubber exhibition centers in target countries. In addition, it is important to join business matching and seek cooperation at the international level to develop research especially in the ASEAN region. This is in line with Esmailpour and Barjoei (2016) studied that today's competitive market, brand is a strategic imperative that helps organizations in order to create competitive advantages and customer satisfaction. The brand of a company is among intangible assets of that company that creates a high value for each and the results showed that corporate image has a positive and meaningful impact on brand equity and customer satisfaction, and brand equity has a significant positive impact on customer satisfaction.

(2) External Factors include environmental factors such as the situation in the rubber market and products that impact the Thai rubber brand communications in the global market.

(2.1) Changes in Population – The world population has been increasing as a result there is more need for food. Some of the land once used for rubber plantations have been changed to grow food crops. This would lead to the reduction of rubber production. There is also a limited number of quality labor, which would also impact the labor in the agricultural sector and rubber industry.

(2.2) Economic Situation - The trade war between the United States of America and China has caused changes in the world economy and major customers of Thailand, which is China. This has resulted in the reduction of the economic growth. India has reduced in its imports of rubber from Thailand when compared with other trade partners. The limitation is part of the tariff raised by the India. Also, China and India

has invested in growing rubber in Thailand as well as CLMV, which are Cambodia, Laos, Myanmar, and Vietnam as well as African countries. This would impact the rubber prices and income of the country as rubber exports decline. Thailand would have to give up its market share to other rubber producing countries. This would impact the marketing communications abroad. In addition, the economy has resulted in higher prices for domestic products compared to foreign markets. Thus, reaching target markets is increasingly difficult. There are also political uncertainties, which affects private sector investment. There are also problems in high level of household debt, slow exports, and the agriculture sector being affected by droughts during production season. These are all limitations affecting the economic growth and the entire rubber production.

(2.3) Physical Environment is affected by global warming and the use of replacement products. This has resulted in limitations and obstacles to the expansion of rubber in the long term.

(2.4) Technology – There are both positive and negative impacts in the rubber agricultural and industry sector. It has to develop within the context of continuous innovation. There has to be support, promotion, assistance to ensure competitiveness of relevant parties in the rubber industry so that they can survive in this time of change. In particular, there should be communication about the competitive advantage and the development of Thai infrastructure. This would enable Thailand to be the center of ASEAN economy and create value added for the Thai rubber industry as the center of rubber distribution.

2) Part 2 Competitor Analysis is the use of the customer-centric approach which considers the brand that best suits the needs of the consumers. Competitor analysis should examine the behavior, attributes, and responses to competition, which would be critical in determining the strategy for image and branding. Compared to competitors, Thailand is the world leader (No. 1) in exports of natural rubber because of having land suitable for growing rubber. Thai rubber products have higher quality than competitors, however it has higher prices compared to other producers particularly the CLMV group, which comprises of Cambodia, Laos, Myanmar, and Vietnam. They have a trend in

increase production at cheaper prices than Thailand. Products such as block rubber, smoked rubber sheets, and concentrate latex are products that can be produced by any country. Therefore, Thailand has to create branding for the products. There has to be awareness of the differentiation in product quality when compared to other rubber producing countries and competitors. The factories located in Thailand have the advantage in terms of costs when compared to factories in China. However, the most important thing is to have innovations, reduce production costs, create standard for quality that is accepted. These rubber products face trade restrictions in terms of the environmental standard from consumer countries such as the FSC, PEFC, CoC standards. Thailand has to urgently develop in line with the consumer trends in foreign markets.

3) Part 3 Consumer Behavior is based on the framework by Kotler (2003) cited in Siriwan Sereerat et al. (2003) that is in line with consumer behavior in both existing and new markets. These rubber businesses are influenced by changes in consumer behavior and purchase decision making of Thai rubber as presented in the following section.

(1) Market Stimulus is the rubber product, price, distribution, and promotion that consumers view as important in determining quality of rubber products. Desirable products should have quality production enabling it to be developed in the future. This would build added value in terms of marketing for these products. In addition, the external stimulus includes the economy, technology, politics, and culture, which impact the attitude and purchase decision making. Both groups of consumers are different. In new markets, technology and production innovation are the most important facts that attract attentions and investment. Consumers like new things, modern, and have good standard. At the same time, consumers in existing markets view that the most important factors affecting the rubber industry is the political environment and international relations, which has made the rubber price highly volatile.

(2) Buyer's Black Box and Buyer Characteristics – It is found that consumers in new markets see the factors affecting purchase as being psychological in nature. This is because they are international consumers and businesses that often meet and exchange information. They share knowledge, thoughts, beliefs, and experiences. As a

result, they have positive perception about the Thai rubber products. This is followed by personal factors such as occupation, income, economic opportunity, education and lifestyle. Another important factor is culture. The most important issue to the decision making is good manners and friendliness, loyalty, and dedication to service. Information about the country of origin creates a good attitude for the buyers and they need to have face-to-face meeting for the first business dealing. In existing markets, psychological factors including experience and good attitude to providing service is important in choosing raw materials from Thailand. Social factors reveal that when a buyer has an experience with a particular seller, they would trust and tell others. In addition, they would also increase the purchase volume if they are satisfied with the product and service.

(3) Consumer Response – The people in charge of the decision to purchase Thai rubber products consider the price, brand, seller, time, and volume of transaction. The most important factor for both existing and new markets is the quality followed by price. This is important for accessing international markets. However, consumers in existing markets give importance to the production source since at times there is no real difference in price. They give importance to the feelings they have for the brand. This would impact the decision making of customers because they have peace of mind when they buy from a brand they trust.

5.2.4 Brand Communications of Rubber as Global Agricultural Product

Thai rubber is a major agricultural product that is exported to the international market. It traditionally has reliance on international markets, thus making it susceptible to intense competition, especially from the ASEAN region. There are many rubber producing countries in the region particularly the CLMV countries. From the analysis of internal and external factors along with the competitors, as well as consumer attitudes and behaviors, creation of a strong brand would create value added for Thai agricultural products in the global market. This can be done based on the concept of brand equity presented by Aaker (1991). Rubber is a major economic crop for Thailand, thus the creation of value-added for rubber and rubber products to create competitive advantage in the global market requires

the use of brand communications. This would require the development of strategic brand management and brand communication combined with integrated marketing communications proposed by Schultz (1993). This would create the directives for customer relationship management proposed by Phanu Limmanont (2005) and 4Rs, which is a new concept that could be applied for marketing success. In addition, the idea of using brand ambassador as proposed by Teeraphan Lothongkam (2007) would be combined with the core value of the brand as proposed by Blanco (2010). Another important communication tool recommended for use is marketing public relations as proposed by Pornthip Pimolsin (2005), which is related to MPR explained by Shimp (1997). Marketing public relations would include promoting the products as well as dissemination of research information to create value added in the global market. This framework developed is presented as the Brand Communication of Thai Rubber as Agricultural Commodity to Global Market. This is a new guideline for communications to develop added value for agricultural products. Since Thailand has long exported rubber to the global market, there has been no process to systematically create value from the perspective of communications. Most of the agricultural products and industrial products create added value through scientific processes. As a result, this study of Thai rubber brand communications, is an innovation for Thai rubber products. The research findings would help to create added value and differentiation for Thai rubber products (Jivasit Virameteekul et al., 2019). This would be done in 3 paradigms starting from policy making, management, and communications to consumers. The result would be highly beneficial to stakeholders in the rubber industry and for society, economy, and politics of Thailand as well. It can be summarized as shown in the diagram as follows:

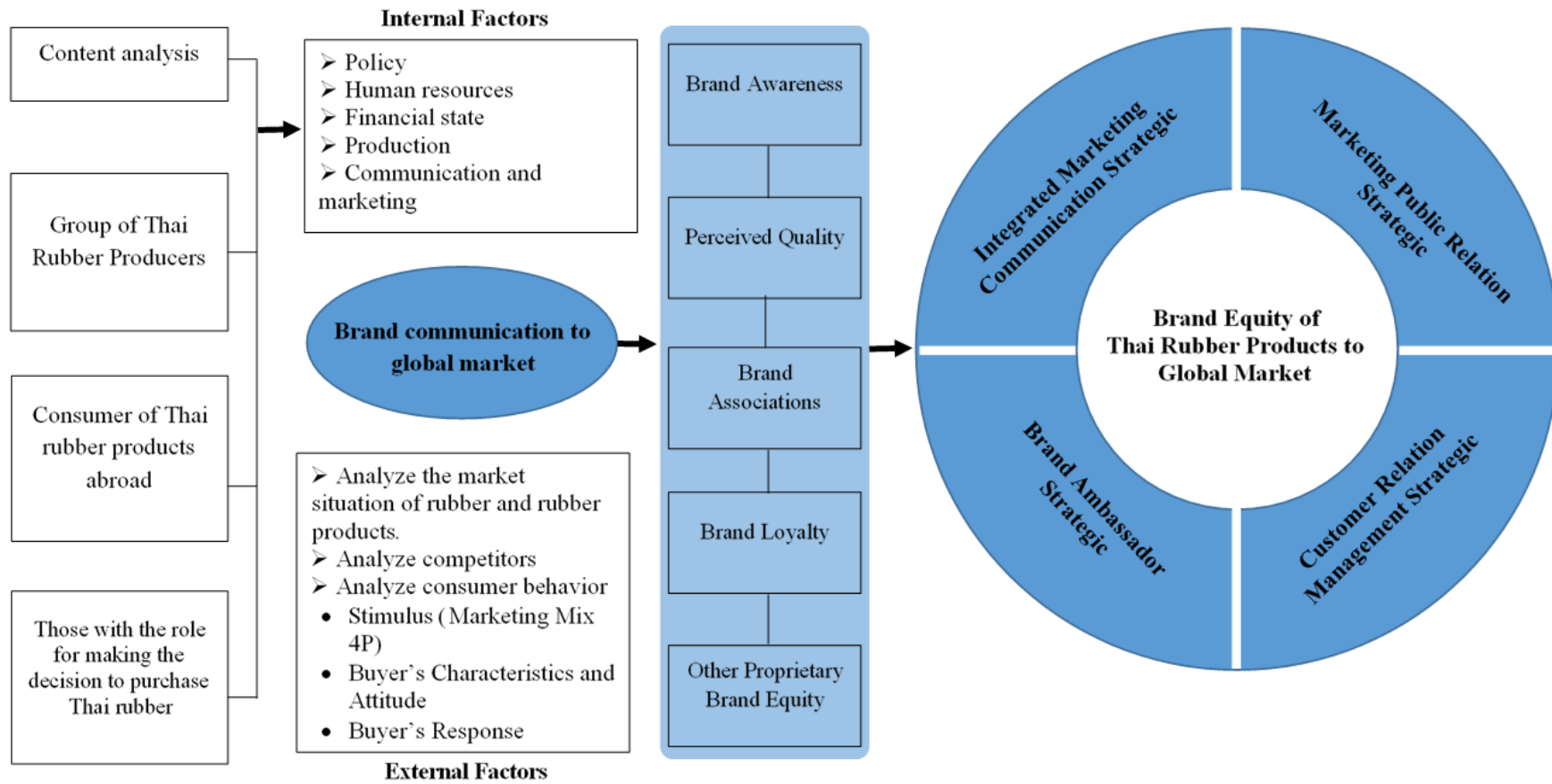


Figure 5.1 Brand Communication of Thai Rubber as Agricultural Commodity to Global Market

5.3 Recommendations

The researcher has provided recommendations that can be categorized as follows:

5.3.1 Research Recommendations

1) Data collection of sample in the country should include rubber product producers such as pillows and mattresses, which are popular health products that serve the consumer needs in the market. This would be helpful in determining the communication direction for rubber products in these categories so they can enter the global market.

2) Study and collect data from trade partner countries as well as users, businesses, and organizations to seek ways to increase consumption of Thai rubber products by studying their attitudes and behaviors. This has to be done in both existing and new markets so that Thailand can make present new rubber products while keeping existing markets.

3) Create the directives to build agricultural brands such as branding raw material or rubber products depending on the distinctive nature of each product, target group, and communication that might be different.

4) Study the groups that have roles in making the decision to buy more Thai rubber products in addition to brokers. This should include marketers, communicators, academics, economists, and businesses in target countries, which would help in the analysis for distribution of products and services that would be beneficial to the sales of Thai rubber products. In addition, this would build confidence for Thailand as a rubber producer.

5.3.2 Managerial Implications

The researcher would like to present recommendations that could be applied to agricultural brands to create added value in the global market.

1) Policy

(1) Rubber Authority of Thailand as a state enterprise has to drive the study for creating branding for rubber brands. There should be the creation of a

brand for Rubber Authority of Thailand as the main organization responsible for managing the rubber industry. This should include sociological, communications, economics, and marketing studies to examine data for creating a brand and brand communications from the perspective of stakeholders in both domestic and international markets.

(2) Develop knowledgeable personnel, who have the expertise and skills in production and processing as well as logistics, marketing, business, and foreign language communication. The employees of Rubber Authority of Thailand should be smart officer, the farmers should be smart farmers, and rubber farmer institutes should be smart group. This should be done in order to prepare Thailand to be the center in various fields based on the national strategy that the country would be the center for international meetings and exhibitions. Since Thailand has the advantage in geographic location and reputation for tourism, it is also a major exporter of products to the global market. Thailand is also a major tourist destination in the region. Also, it is the hub for logistics in the region that is connected to the world, which lays the foundation for the development of rubber personal to be brand ambassadors in the future.

(3) There should be integrated plan for the systematic development of rubber for both local and international organizations with the goal to develop research, innovation, marketing, research and development, trade, and investment. There has to be cooperation with rubber producers and consumers to create added value for rubber that is in line with the needs and production capabilities.

(4) Development of information technology would be critical for managing the rubber supply chain from production, distribution, transport, and financial to ensure accuracy and transparency. It has to be open for cross checking. When there is a problem with the products, consumers need to be confident in the solution. There has to be management of the production process, which ensures that despite higher price, Thailand still has quality advantage.

(5) Study directives that create quality advantage for rubber products as well as laws to ensure competitiveness.

2) Communications and Strategy Management

(1) Rubber Authority of Thailand and relevant government and private sector organizations need to cooperate to create distribution centers for rubber

in both domestic and international markets. Consideration needs to be made to select target countries such as China, which is an existing major market. The Middle East would represent new markets that have high purchasing power. Thai rubber products need to effectively reach as many of the consumers as possible to foster close relationship with consumers for long term business profits.

(2) Urgently apply the brand symbol for rubber with the words, “Made in Thailand” and rubber products with the words “Rubber Product of Thailand” to create differentiation. Rubber Authority of Thailand has to be responsible in creating confidence among consumers to purchase and invest in the Thai rubber industry.

(3) Rubber Authority of Thailand has to implement marketing public relations to communicate the quality of the rubber as raw material and products so that it would be known and remembered in the world market. This will create acceptance in terms of quality and standard of Thai rubber products, which can be done through academic seminars, publications of research work, and commercial research to generate consumer confidence and good image for the country.

(4) Communications for rubber products should emphasize the advantage of the Thai rubber industry with emphasis on natural rubber or green rubber. This should be done to create selling point and differentiation to be competitive against potential substitute products such as synthetic rubber or plastic. The marketing public relations strategy and brand ambassador would be the main drive in international communications.

(5) There should be a complete one-stop rubber center under the management of Rubber Authority of Thailand to disseminate information and recommendations about other products to stakeholders both in the local and international markets. There should also be a strategy to manage relationship with new customers and existing customers to create competitive advantage compared to other products. This should emphasize the strength in terms of service.

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APPENDIES

APPENDIX A

Guidelines for In-depth Interviews with Management of Thai Rubber Producers

Guidelines for In-depth Interviews with Management of Thai Rubber Producers

Part 1 Management system under the Thai rubber products manufacturers

1. Availability of natural rubber products processing resources.
2. Product management
3. Distribution, marketing of rubber products to the global market
4. Feedback from consumers in the global market or the importance that consumers are most aware of

Part 2 Factors affecting the communication of Thai rubber products

1. Target customers in the global market.
2. What is the policy to push or promote rubber products abroad?
3. Marketing situation including economy, society, politics, law and advancement of technology.
4. Evaluate and analyze the situation of competitors in the global market.

Part 3 Brand communication of Thai rubber products

1. Does your export business currently have a brand?
2. How do you think your products are unique and different from both domestic and international competitors?
3. Why do consumers choose to buy your products?
4. What are the advantages of Thai rubber products compared to foreign competitors?
5. What are the disadvantages of Thai rubber products compared to foreign competitors?
6. What are your customer management processes and consumers?

Part 4 Brand communication strategy for Thai rubber products

1. Which communication tools can promote rubber products to foreign markets?
2. What are the activities that make product brand communication most successful?

3. What are your strategies for managing overseas customers?

If dissatisfaction comes from a consumer, how do you manage it?

4. Do you have an opinion if Thailand will create a brand ambassador for Thai rubber products?

5. What direction do you think the rubber business will be and what are your suggestions for pushing Thai rubber products to foreign markets?

APPENDIX B

**The Interview Question of those with the Role for Making the
Decision to Purchase Thai Rubber**

The Interview Question of those with the Role for Making the Decision to Purchase Thai Rubber

1. What is your opinion on the situation of exporting Thai rubber products to foreign countries?
2. How to evaluate and analyze the situation of competitors in the international market?
3. How do you think your products are outstanding and different from both domestic and international competitors?
4. What communication tools can promote products to foreign markets?
5. What are the activities that make product brand communication most successful in the international market?
6. What is your opinion if Thailand will create a brand ambassador for Thai rubber products?
7. What direction do you think the rubber business will be and what are your suggestions for pushing Thai rubber products to foreign markets?
8. Factors affecting the communication of Thai rubber product brands

APPENDIX C

Guidelines for In-depth Interviews with Consumers of Thai Rubber Products Abroad

Guidelines for In-depth Interviews with Consumers of Thai Rubber Products Abroad

1. What do you think of Thailand's rubber products?
2. What do you think about the price of rubber products in Thailand?
3. What do you think of the distribution or channels of rubber products in Thailand?
4. What do you think about the methods and approaches to promote the marketing of Thai rubber products?
5. Have you ever bought rubber products from Thailand? And How many times? (If have) please explain and identify the reasons that you bought rubber products from Thailand. (If don't have) please explain and identify the reasons for your purchase of rubber products from Thailand.
6. Which factors affecting buyers' behavior and the decision-making process in purchase rubber products?

Part A: Internal Stimulus (Please Choose and answer more than 1 answer.)

- Products such as are high quality, nice packaging, variety product, etc.
- Price such as fair price, low price, compare price, etc.
- Distributions or Channels such as convenience, easy to access
example High Quality, nice packaging, etc.
- Promotion such as advertisement, sales marketing, etc.

Part B: External Stimulus (Please sort the important external factors to the least.)

- Economic
- Technology and Innovation of the processing
- Law and Politic
- Culture

7. What factors affecting buyers' attitudes and the decision-making process in the purchase of rubber products?

- Culture Factors such as used to buy from generation, values in the country.
- Social Factors such as influencer in the family, fiend, the leader of social, etc.
- Personal factors such as income, occupation, lifestyle, education
- Psychological factors such as experience and belief

8. What process do you have deciding to buy rubber products from Thailand? (Please sort and specific the reasons that are most important to least.)

- ___ Thai Rubber Products in your requirements
- ___ Seeking the information; Which the sort of your information?
- ___ Approving the information for your decision making such as Quality, Price

(If you have this process), please specify

Which country relates to your information?

In Thailand

Other Countries

9. What are factors affect decision-making? Such as products, Product Process, Price, and promotion.

10. In the case of ordering rubber products from Thailand why do you choose the most? (Please sort the external factors that are most important to least.)

- ___Products
- ___Prices
- ___Product Brand
- ___Sale Marketing office
- ___ Duration
- ___Quantity

11. If talking about rubber, what do you think? For what reason.

12. From the point of view, do you have the conditions for decide to buy rubber products?

13. What do you think about the cause of the important factors to buying or consuming rubber products with that company, organization, or country again?

14. In Your suggestion, how about the natural rubber or Thai rubber products should be adjusted for able to compete with competitors of other producing countries?

15. Which channel did you choose to receive notifications and follow news about rubber?

Channels	Level of Implementation		
	High	Moderate	Low
Advertisement			
Direct Marketing such as email, message			
Personal selling of organization or company			
Event Marketing such as Trade show, Road Show & etc			
Sponsorship Marketing such as Global Rubber Conference, Rubber Expo, Etc.			
Words of mouth such as friend, customers			
Brand Ambassador such as famous person Credible person			

16. Which tools of brand communication have an effect on purchasing decisions and Why?

Tools of Brand Communication	Level of Agreement			Reason
	Strongly Agree	Uncertainly	Strongly Disagree	
Advertisement				
Direct Marketing such as email, message				
Personal Selling of organization or company				
Event Marketing such as Trade show, Road Show & etc				
Sponsorship Marketing such as Global Rubber Conference, Rubber Expo, Etc.				
Brand Ambassador such as famous person, credible person				
Image of organization or company				
Corporate Social Responsibility of organization or company such as environment, labor, etc.				

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