

**AN INVESTIGATION OF BRANDING AND PRODUCT
DEVELOPMENT TOWARD ONE TAMBON ONE PRODUCT
(OTOP) IN THAILAND**



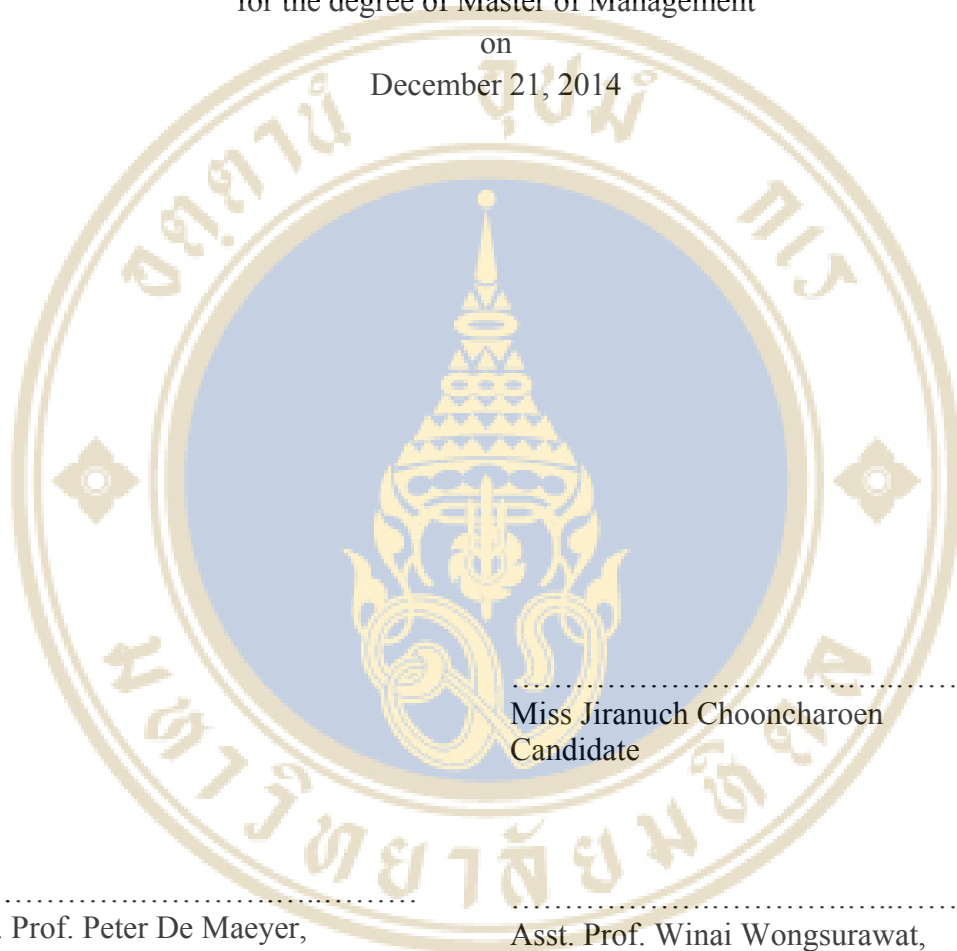
**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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Thematic paper
entitled
**AN INVESTIGATION OF BRANDING AND PRODUCT
DEVELOPMENT TOWARD ONE TAMBON ONE PRODUCT
(OTOP) IN THAILAND**

was submitted to College of Management, Mahidol University
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ABSTRACT

The purpose of this study is to investigate branding and product development toward One Tambon One Product (OTOP) in Thailand. The research will examine the most problems of OTOP products, which affect Thai producers unable to sell internationally. Therefore, this paper will provide useful information about branding and product development, which influence OTOP producers and local community to adapt and adjust their products under the support from Thai government. This benefits OTOP to have positive image and gain customer awareness from both Thai and foreigners. Therefore, branding and product development theory will be applied in this research along with OVOP strategy, Japan will be illustrated as a good sample for OTOP, Thailand to improve OTOP products efficiently. The methodology of this research would be suitable for a qualitative method in order to gather information from specialists as an industry insider and 10 respondents, who are familiar and unfamiliar with OTOP products. In-depth interviews would be great opportunities to further find out different feedback from both specialists and respondents for further develop OTOP products. Recommendation will be suggested in order to improve OTOP products to be standardized, which make OTOP products able to sell in an international level successfully.

KEY WORDS: OTOP/Branding/Product Development/Design/Packaging

52 pages

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CHAPTER I

INTRODUCTION

As a result of global economic and social changes including technological advances, the dynamic challenges in today's world have involved with high competition of innovative products. Kotler A. (2012) mentioned that branding and product development are main criteria, which assists sellers to be able to achieve customer satisfaction. *One Tambon One Product (OTOP)*, therefore, has been initiated by Thai government in order to stimulate Thai local merchandise to compete with global brands effectively by re-engineering the system towards value-added products by developing products and applying innovation progressively (Tuamsuk K., 2014).

Journal of Fashion Marketing and Management (2014) has mentioned *"Thai silk has a long and distinguished history in the eyes of the global consumer. Foreign tourists used to visit rural villages and purchase hand-made, yellow silk at cottages from which the silk was cultivated, spun, woven, and dyed."* (Wiani P. and Johri L., 2014). Therefore, it can be shown that Thailand has unique features of Thai handicraft among customer eyes over the world with extensive experiences of Thai producers over a decade.

Consequently, Thai OTOP producers have been stimulated and supported by Thai government in order to continuously strengthen local communities such as giving modern knowledge and assisting Thai local products to be able to sell in both Thai and foreign markets via chain stores and outlets successfully (otop5star.com, 2014). The government has also been supporting Thai local communities to be self-dependent by creating jobs and using their local knowledge and resources to improve the way of life in every part of Thailand.



(Business Information Center (BIC), 2013)

The bar chart shows that Thai OTOP products have been growing every year since 2009 to 2012, which was more than 79 billion baht. Furthermore, 5 stars Thai OTOP products are mainly exported to China, which was food, beverage and spa products and they tends to grow continuously in 2015 (Community Development Department, 2014).

Manager.co.th (2014) has shown that “*OTOP CITY 2014*”, which was held at Muang Thong Thani attended by 600,000 people, was extremely successful and was sold more than 970 millions baht. Clothes and ornaments were the best selling items, which were sold 398 millions baht. Food and drink products were the second best selling items, which were sold 199 millions baht, followed by utensils and decorating items, which were 136 millions baht. Prachachat.net (2014) has also shown that *OTOP Midyear 2014*, which was held at Muang Thong Thani on 26-30 May 2014, was sold more than 500 millions baht. Food and beverages, such as crispy durian from Chantaburi province and Longan Honey from Pattalung province, were the best selling items in this event.

Tuamsuk K., Phabu T. and Vongpresert C. (2014) mentioned that OTOP Product Champions (OPCs) has been appointed to select and examine best products from a number of Thai provinces, regions and countries based on the concept of exportability, brand equity, continuity and consistency of production, standardization,

quality, and customer satisfaction in order to be standardized the products at the international level. Thus, branding and product development have become main important tools, which enable Thai OTOP products to be internationalized, which can be categorized into six main groups (Otop5star.com, 2014): food, drinks, clothes & ornaments, utensils and decorating items, art&souvenir, and inedible herbs

Therefore, it can be seen that Thai OTOP products have a high market potential, which can generate a number of revenue for individual producers, local communities and the country respectively.

Problem statement:

Due to Thai OTOP producers have inadequate knowledge about branding and product development such as technology, planning the process of product quality management, manufacturing, and packaging design, it affects Thai OTOP producers to be unable to compete with global brands efficiently (Troit P., 2008). As most Thai OTOP producers mainly focus on how to minimize the cost of production instead of product quality and safety concerns for consumers. It creates a number of negative impacts to OTOP business such as negative images from consumers, bad attitude and perception toward OTOP products. It results in downsizing of OTOP business among Thai and foreign markets although OTOP products themselves such as food, beverage and handicraft have incredible and unique products.

Executive Journal of Huachiew Chalermprakiet University (2013) indicated that OTOP entrepreneurs were also lack of building network to exchange and share knowledge among each other. They required skill development of branding and innovative products, which can create value-added to consumers. As a result, it benefits OTOP producers to find the right marketing channels so as to cover the target in the lowest cost and reduce the middleman within the market (Chiarakul T., 2013).

Research Question:

How Thai OTOP products can be developed by improving branding and product development in order to compete with global brand efficiently?

Research Objective and Research Scope:

The aim of this research is to study branding and product development toward Thai OTOP products, which encourage consumers to increasingly purchase the products as well as to enable OTOP products to compete with global brands accordingly. Therefore, this research will be conducted based on the literature reviews of branding and product development, Japanese One Village One Product (OVOP) strategy and the data collection from Thai OTOP specialists and consumers.

Expected Benefit:

The research will provide a number of insightful information about branding and product development toward Thai OTOP products, which enable local communities to apply the knowledge for their own interests. They are also able to learn how to approach consumers by creating brand and improving their products by using technique from product development strategy in order to create value added and compete with both Thai and International brands efficiently. As a result, it benefits OTOP products to have positive image on branding and product development so as to allow consumers to continuously purchase OTOP products and to be able to export to other countries efficiently.

CHAPTER II

LITERATURE REVIEW

A study of OTOP branding and product development is an important tool for Thai producers to gain ability to compete over the competitors and to get into a global market effectively. In the Literature Review section, I will discuss what branding and brand strategies are, which drive a company or an owner of OTOP products to determine their effectiveness within the market. Then, an importance of brand equity and brand personality of OTOP products will be explored in order to have a better understanding of consumer behavior. After that, product development strategy will be examined so as to ensure the quality, safety and reliability of OTOP products for the consumers. A successful story of Japanese One Village One Product (OVOP) will be incorporated as a case study so as to apply it to our Thai OTOP products, which will finally result in the strength and ability to compete with other countries in Thai OTOP products.

2.1 Branding and Brand Strategies

2.1.1 Branding Strategy

Murphy J. (2014) mentioned that branding has been applied by sellers or producers so as to differentiate products and services from the others and it also has been developed successively over the last 100 years. According to Hobkirk K. (2012), there was shown that *“Branding is the act of creating a brand”*. It involved with the process of positioning the companies or products within the market, creating brand strategy on how the company can achieve its goals, designing the corporate or product identity and conveying brand message to its customers competently.

Brick Marketing (2014) is also interpreted that branding is a way to create an important asset to a company, which assists the company to build and maintain

expectation about its products and services and bring better products and services to the markets. Moreover, branding has become one of the most important tools of business strategy for management levels in order to manage product image and create value to consumers for further competitive advantages (Fournier S, 1998). Therefore, branding strategy is a powerful key for a company to create the most valuable intangible assets, which drives a firm to gain customer loyalty and increase customer awareness in today's competitive market (Hsiao Y. and Chen C., 2013).

For instance, OTOP is derived from “*One Tambon One Product*”, which is a local entrepreneurship programs supported by Thai government in order to stimulate Thai local merchandise to compete with global brands effectively (Tuamsuk K., 2014). The government has attempted to create OTOP branding as “*Starred OTOP Product*” so as to represent the uniqueness of Thai local community products and to be well known in the international market levels (The Government Publications Department, 2012).

2.1.2 Brand Strategy

American Marketing Association (2013) defined a brand as “*A brand is a name, term, sign, symbol, or design, or a combination of them, that is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition*” (Keller L., 2003). To illustrate, Coca-Cola, which is a well-known beverage brand, is one of the most successful brands across the globe. Interbrand (2004) indicated that “*Coca-Cola brand*” owned a number of intangible assets more than its “*secret recipe*”, which could be estimated to reach almost \$70 billion in mid-2002 for its global network of bottles and its brand names.

As we can see, a brand contributes a great impact to the firm, which leads to customer mental response toward brand perception, attitudes and beliefs. As a result, it can generate sales, financial value and stock market to the firm particularly (Keller K., Lehmann D., 2013).



Figure 2.1 Previous and current OTOP Logos (Thaitambon.com, 2014)

The above pictures have shown both previous and current OTOP logos, which are used in every OTOP products. The previous OTOP logo on the left side shows “*One Tambon One Products*”, which means one product for one district. “*Pla Taphian*” or carp fish under Thai flag means abundance, wealth, fortune and achievement, which is the belief of Thai people for many decades. However, it recognized the logo as an obsolete logo. Therefore, the government has changed into the current logo, which is perceived more international and fashionable. As logo is one of the most important factors for the first impression into the product and brand (Zalatan K., 2011).

According to Figure II below, Keller K. and Lehmann D. (2013) illustrated the system model of brand consisted of four main elements and impacted on a brand extension, which are *the company actions, what customers think and feel about a brand, what customers do about a brand and financial market impact*.

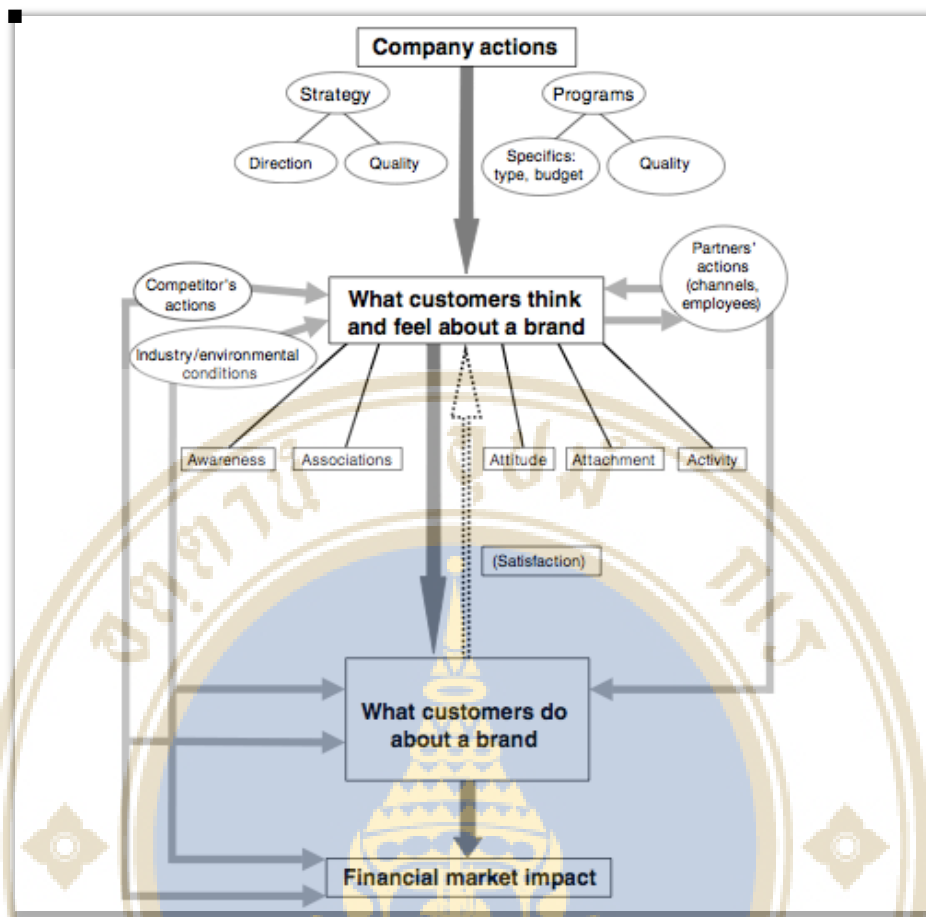


Figure 2.2 A systems model of brand antecedents and consequences (Keller K. and Lehmann D., 2013).

Keller K. and Lehmann D. (2013) clarified the first element of brand, *the company actions*, is marketing programs, which can be divided into two main factors. The first factor is quantitative factor, which means the amount of marketing expenditure such as expense of media advertising. Another factor is qualitative factor, which indicates the differentiation and regularity of marketing programs. These two factors are the marketing activities of a brand system model.

What customers think and feel about a brand is the second element, which is interpreted as the attitude toward a brand and the perception of brand awareness and association. This can be influenced on customer satisfaction such on customer loyalty and word of mouth on products and services (Boulding A. 1993).

The third element is *what customers do about a brand*. This can affect on marketing programs, which impact on future market outcomes. It is also related to the

second element as *what customers think and feel about a brand* in order to generate revenue to a company according to marketing activities.

Financial market impact is the last element of a brand system model. It measures a company's performance such as stock price and market capitalization, which can be shown as the growth potential of the industry, general economic trends, and stock-market dynamics to financial assessment of brands (Keller K. and Lehmann D., 2013).

For instance, the government created a brand marketing strategy by implementing *OTOP Product Champions (OPCs)*, which has been appointed to select and examine the best OTOP products across the countries. According to a brand marketing strategy, OTOP products will be registered by grading the range between one to five stars based on the concept of exportability, brand equity, continuity and consistency of production, standardization, quality, and customer satisfaction in order to be standardized the products at the international level (Igusa K., Shingkharat S., 2011).

OTOP products are also required a label of OTOP logo on the packaging, which is a part of brand strategy, to enhance consumer consciousness and recognition of the products. Moreover, the government has supported local communities by giving financial and many benefits to the higher stars OTOP producers such as financial loans, marketing supporting activities and training in order to improve their products to complete with global brands accordingly (Igusa K., Shingkharat S., 2011)

Therefore, brand and branding strategy have a great impact on a company or an individual seller, which determine their effectiveness within the marketing. It is also a potential strategy to establish competitive advantage so as to create a "*Brand Culture*" for enhancing customers value toward products and services, which enable customers willing to constantly pay for those products and services (Holt D., 2014).

2.2 An Important of Brand Equity and Brand Personality

2.2.1 An Important of Brand Equity

Brand equity can be defined as "*A set of brand assets and liabilities linked*

to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers" (Washburn J., Till B., Priluck R., 2002). Farquhar P., a director of Carnegie Mellon University, defined brand equity as it is related to an individual consumer's perspective toward their attitude of products and services. It can be built in three ways, which are creating positive brand evaluations of product quality, cultivating brand attitude to have an impact on consumer behavior and developing a constancy of brand image by building relationship among consumers (Farquhar P, 1989).

Therefore, an importance of brand equity is focused on "*Added Value*" of the products to increase market share from a brand, which is benefit for further results of reducing promotional activities, perceiving positive customer attitude and gaining competitive advantages in the long run. (Fazio H., 1986)

OTOP in Chiang Mai province is an example of brand equity activities. As Chiang Mai province is a well-known handicraft products and one of the most attractive tourist destinations in Thailand. OTOP policy in Chiang Mai has focused on upgrading their local products such as Lanna Mudemee cotton cloth, wooden umbrella and lacquer products be standardized so as to enhance value added products and to deliver highest customer satisfaction in both domestic and foreign markets (thaiwaysmagazine.com, 2014).

2.2.2 An Important of Brand Personality

Brand personality can be described as "*Relevant determinants of the brand's added value, which ensures a stable brand image over time*" (Aaker D., 1996). It allows consumers to express their own personalities, which affect consumer behaviors and attitudes toward the brand (Wysong S., 2000). Aaker D. (1996) also defined brand personality as "*A set of human characteristics associated with a brand including demographic characteristics (sex, age and socioeconomic status), lifestyle characteristics (activities, interests and opinions) and human personality traits (warmth, concern, thoughts)*".

FIVE DIMENSIONS OF BRAND PERSONALITY		
NAME	DIMENSION	TRAITS WITH THE HIGHEST ITEM-TO-TOTAL CORRELATION
Sincerity	1	Domestic, honest, genuine, cheerful
Excitement	2	Daring, spirited, imaginative, up-to-date
Competence	3	Reliable, responsible, dependable, efficient
Sophistication	4	Glamorous, pretentious, charming, romantic
Ruggedness	5	Tough, strong, outdoorsy, rugged

**Figure 2.3 The Personalities of Brands Devolve from Brand Five
(Edelhart M., 2014)**

According to Figure III, there is illustrated five dimension of brand personality, which impacts on human personalities. The concept is attributed to a brand via relationship marketing, which assists OTOP producers to have better understanding of development and maintenance programs such as processing of information, characteristics and advantages of the brand (Dolatabadi H., Kazemi A., Rad N. (2012). Thus, marketers have put a number of efforts of spending their time and financial resources in order to investigate their brand personality, which benefits the company to distinguish their brands from others via consumer brand interactions such as advertising messages and salesperson contacts (Hanh A., 2012).



Figure 2.4 Proud, Thai Snack Product (Bangkokbiznews.com, 2014)

Figure IV has shown Thai snack product under the name “*Proud*”, which characterizes its national inspired as “*The Pride of Fine Thai Selection*”, which aims to be an international market. Therefore, the company has represented its brand personality as *Sophistication* with unique packaging design and rich of Thai ingredients to capture foreign clients available at Siam Paragon, The Emporium, Isetan, Central World and UFM Fuji (bangkokbiznews.com, 2014).

Therefore, brand personality is an important key for marketers and researchers to plan any marketing activities such as advertisement campaigns and product designs based on product features. It allows a company to match preferences and personalities, which facilitate customers to recognize its unique brand personality and to build a strong branding relationship with customers consistently (Lin L., 2010).

2.3 Product Development Strategy

Kotler, P. and Keller, K.L. (2006) defined product development as “*Product development enables companies to gain competitive advantage, attract new customers, retain exiting customers, and strengthen ties with their distribution network*”. Another product development definition is “*Developing new products or*

modifying existing products so they appear new, and offering those products to current or new markets” (Nielsen L., 2014).

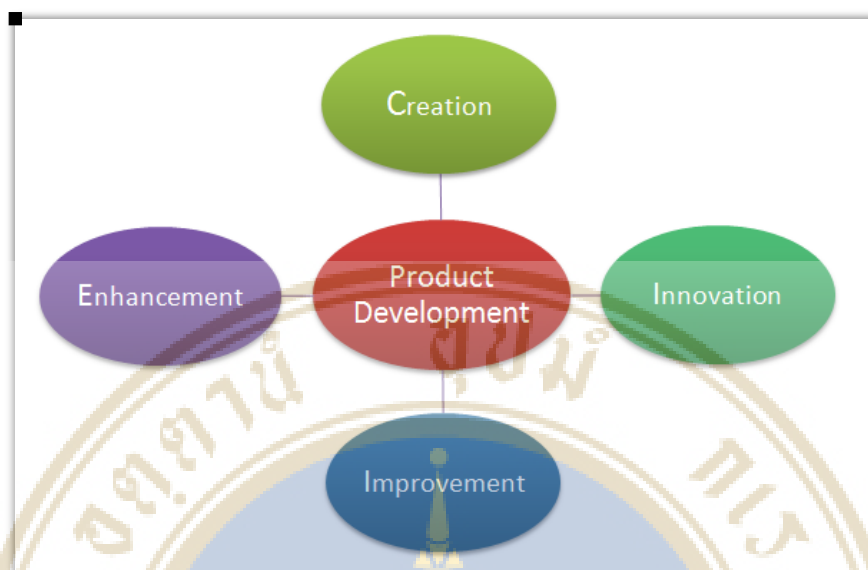


Figure 2.5 Product Development Requirement Model (Akrani G., 2012)

According to Figure V, there are demonstrated four main components of product development requirement model consisting of creation, utility enhancement, innovation and improvement.

All four components are related to upgrade an existing product by (Akrani G., 2012):

- Exploring possible outcomes of products and services.
- Delivering new product innovation for better products to customers.
- Increasing new product features for developing preference and customer satisfaction.

Moreover, technology has become an important factor of product development strategy, which drives R&D activities to continue improvement of existing products. It benefits a company in terms of sharing responsibility and cooperation, stimulating involvement and commitment as well as enhancing problem-solving decisions to market conditions (Jacobs L., 1998). However, product development has involved with a number of financial investment, time and intellectual resources.

For example, Department of Science Service (DSS) has been appointed to set up a laboratory accreditation program to ensure the safety of consumers toward OTOP products. It benefits OTOP producers to be able to enhance their product qualification made in Thailand and to build trust to consumers by improving product development across the country (Dss.go.th, 2014).

Journal of Applied Packaging Research (2014) has demonstrated that product packaging is a key factor in the product consumption experience, which impacts on promotions, distribution, a range of pre-consumption and cost-based purposes (Hess J., Singh J., Danes J., 2014). It also enables products to differentiate one brand from the others, which assist consumers to identify and recognize those products containing information such as company names, logos and ingredients within the markets (Lorette K., 2014).

Namthip from Coca-Cola Company, Thailand is an example of product packaging development. The company has used 35% less plastic bottle in 2012 as “*Coca-Cola’s Eco-Crush*”. *Namthip* has promoted its bottle as a premium product and sustainable features of new PET packaging, which is changed from rectangular to a tall cylindrical bottle and increased the size from 500ml to 600 ml. Moreover, *Namthip* has come up with new green leaf logo design in order to attract consumers as “*Eco-Crush’ bottle*”, which affects its sustainable packaging technology to be applied in many countries such as Japan, Hong Kong, Taiwan and Vietnam (Kitjakosol T., 2013).

As Thai government has realized the important role of packaging, Chula Design has been appointed the *Entrepreneurship Development Program*, which assist OTOP producers to provide the consultation, product development and packaging design from specialist team such as food, garment and textile packaging. It benefits small and medium-sized enterprises to strengthen and expand their business in order to continuously compete with both domestic and international markets efficiently (Chuladesign.net, 2014).

2.4 One Village One Product (OVOP), Japan

One Village One Product (OVOP) has established in Oyama town since 1961 by Mr.Morihiko Hiramatsu, who was the governor of Oita prefecture in Japan (Thu N., 2013). At the beginning, Oyama was the poorest town in Oita prefecture because it was located in hillside of Oita. The area was mostly grown rice planting and it was unable to grow properly. Therefore, young people had to migrant to be laborers and seek for higher income in the cities.

As a result, Mr.Morihiko Hiramatsu decided to drive the policy under “*Concurrent Advancement of both Agriculture & Industry*” focused on self-reliance by developing social capital and local knowledge for community development (Ovop.jp, 2014). He introduced a *New Plum and Chestnut (NPC) strategy*, which aimed at transforming local agricultural production from rice into more capable plum and chestnut products suitable for geographic areas of the village (Thu N., 2013). People in Oyama town were convincing to improve the quality of life based on three principles of OVOP:

1. *Think globally and act locally*: Local communities are aimed at producing products for exporting purpose by focusing on their cultural prosperity and natural resources.
2. *Self-reliance*: local communities must be self-dependent by creating jobs and using their local knowledge and resources to improve the way of life.
3. *Capacity building for human-resource*: OVOP focuses on innovation and creativity, which encourage people to improve their skills and ability of leadership and challenging of human resources.



Figure 2.6 OVOP in Japan Today (Ovop.jp, 2014)

Currently, OVOP has already implemented across Japan and it has been successful in terms of improving quality of life, developing a unique value for local communities and enhancing national economy. It has been spread out throughout the country and other Asian countries such as China, Malaysia and Thailand, which has become a role model for OTOP, Thailand nowadays (Igusa K., 2013).

Therefore, Thai government introduced “*One Tambon One Product*” (*OTOP*) under the concept of OVOP in order to promote local economy across the country. According to Ritsumeikan Center for Asia Pacific Studies (2011), there was shown that OTOP was stimulated by OVOP, Japan to create a brand marketing strategy. It allows OTOP producers to implement value added products and exporting activities based on *OTOP Product Champions (OPCs)*, which has been appointed to select and examine the best OTOP products to enhance consumer consciousness and recognition globally (Igusa K., 2013).

2.5 Proposed Framework

According to the above literature review, I hypothesized that *branding and product development strategy* may have a number of impacts on consumer behavior in OTOP purchase decision-making. It is also related to *added value factor* toward OTOP products and services, which enable consumers willing to constantly pay for those products and services. Therefore, *branding* is also an important factor, which affects consumer behaviors and attitudes toward OTOP in Thailand.

The literature review above also showed that *quality, safety and reliability factors* are the main criteria of product development, which affects decision-making in OTOP purchasing behavior. Therefore, I hypothesized that technology will be an important tool of product development strategy, which drives R&D activities to continue improvement of OTOP products. This benefits OTOP producers to be able to compete with both Thai and International brands efficiently.

Moreover, *Japanese One Village One Product (OVOP)* has a huge impact on OTOP in Thailand to stimulate, strengthen and improve the way of life for local communities. Therefore, I hypothesized that OTOP programs should be applied and developed for exporting purpose, which assists OTOP producers to enhance their skill and ability of product development in order to complete with global brand in today's world.

Therefore, branding and product development will be explored in order to examine how consumers perceive OTOP products and how to improve the products to gain competitive advantage within the markets globally.

CHAPTER III METHODOLOGY

3.1 Research Method & Data Collection:

The study of this research aims to investigate branding and product development towards *One Tambon One Product (OTOP)* in Thailand. The methodology of this research would be suitable for a qualitative method, which enables us to examine and gather information from specialists as an industry insider.

Data collection from the specialists would be collected by in-depth interviews, which are great opportunities to further develop OTOP consumer, which will be used in-depth interview method to find out different factors on their purchasing decisions. The questions would be created by open-ended question base on proposed framework.

In addition, OTOP specialists as an industry insider will be represented and analyzed in order to assist OTOP producers for their further development in order to gain competitive advantage over their competitors globally

The three different OTOP products (Appendix I), which are food, beverage and herbal products available in the leading department stores, will be used as examples to interview OTOP specialists and consumers in order to explore research finding on branding and product development. All respondents do not know where these products are sold in order to examine their perception toward these products samples.

3.2 Sample Size:

In-depth interviews with the two specialists as an industry insider of OTOP branding and product development in Thailand.

Miss Jinnarat Jiranithitnon

- A packaging design specialist with more than 10 years experience and art director of Chula Design for OTOP project throughout the country.
- Highly involvement with a number of OTOP producers and sellers in all parts of Thailand, which assist them to develop branding and products in order to complete with private labels in both Thai and foreign brands.

Assistant professor Dr.Chana Yieankamomsing

- D.Eng Design and Manufacturing Engineering and Academic Director Packaging Association Thailand
- Mitr Phol Sugar Corporation Ltd.'s advisor

3.2.2 *In-depth interviews with 10 OTOP consumers*, who are familiar and unfamiliar with OTOP products, will be interviewed by online and offline channels so as to have better understanding on consumer behavior and decision-making. It will be mostly based on 4ps strategy, which enables us to investigate their perception toward OTOP branding and product developments.

Five respondents will be familiar with OTOP products with the age between 25-35 and 36-45 years old. Other five respondents will be unfamiliar with OTOP products with the age between 25-35 and 36-45 years old. The reason behind these selective target groups is that I would like to accurately discover the most suitable solutions for encouraging consumers to increasingly purchase the OTOP products. Moreover, it allows this research to have in-depth understanding about OTOP products, which enable the products to be sold in various target groups in both Thai and international market efficiently in the near future. Thus, consumer behavior will eventually change, which affects on increasingly purchasing OTOP products across the globe.

3.3 Question of interview

3.3.1 Two specialists in-depth interview

In this part, we will interview the two specialists based on three different categories of OTOP products and examine how they perceive and analyze the products in order to brainstorm the improvement of OTOP products and further develop the consumer in-depth interviews. Moreover, the best practice of OTOP product samples mentioned and suggested from them will be a great opportunity for the research to analyze whether the products available in the market is acceptable or not and how the products can be improved in term of branding and product development.

Questions examples:

Based on question number 1, the researcher has given 5 OTOP examples in 3 OTOP categories that we can find easily in the market: food, beverage and herbal products; to interview the two OTOP specialists before interviewing the general questions.

- 1) What do you think about this product? Could you analyze its branding and product characteristics?
 - 1.1) If the answer is positive, we will examine why do you think the product is good enough to be sold in the markets?
 - 1.2) If the answer is negative, we will examine why do you think the product is not good enough to be sold in the markets?
- 2) According to your experiences, how do you perceive OTOP products available in the markets? Do they have good quality, safety and reliability?
- 3) Could you give me an example of any OTOP brands or products, which are acceptable in the market? Why do you choose this product? What are the reasons?
- 4) How do you compare OTOP and OVOP products? What are the reasons why OTOP and OVOP are different from each other?

- 5) Which factors do you think they can raise customer awareness for both Thais and foreigners toward OTOP products?
- 6) In term of business, how OTOP producers should do in order to increase consumer behavior and decision making of OTOP products?

3.3.2 Consumers in-depth interview

In this part, we will interview 10 respondents based on three different categories of OTOP products and examine how they perceive OTOP products available in the markets, which aim to get different feedback from the two specialists. Moreover, open-ended question will be used to interview both familiar and unfamiliar respondents based on 4Ps factors in order to have in-depth understanding on their purchasing behavior and decision making of OTOP products.

Questions examples:

Based on question number 1, the researcher has given 5 OTOP examples in 3 OTOP categories that we can find easily in the market: food, beverage and herbal products; to interview the 10 respondents before interviewing the general questions.

- 1) What do you think about this product? Does it look modern, pleasant design and functional?
 - 1.1) Will you buy it or not? Why?
 - 1.2) Based on the actual product, please tell me how much does it cost? Why?
 - 1.3) What do you think where this product is sold in the market? Why?
- 2) What are the factors that you concern when you would like to purchase OTOP products such as quality, safety and reliability?
- 3) Why would you like to buy OTOP products? For families, friends or special occasions?
- 4) How much will you be willing to pay for OTOP products? Why?
- 5) Where would you like to buy? In the department stores, local communities or street shops?

CHAPTER IV

RESEARCH FINDING

According to this research finding, the researcher interviewed two OTOP specialists as an industry insider, who have worked with Thai government and local OTOP sellers for several years. 10 respondents were interviewed including both familiar and unfamiliar OTOP products with the age between 25-35 and 36-45 years old based on 4ps strategy in order to investigate their perception, which affect consumer behavior and decision on purchasing OTOP products.

4.1 Two OTOP Specialists:

Miss Jinnarat Jiranithitnon and Dr.Chana Yieankamomsing

4.1.1 5 OTOP examples in 3 categories:

(+) = Positive Feedback (-) = Negative Feedback

Factor Analysis	1. Herbal Crispy Rolls
Name & Logo	<ul style="list-style-type: none"> - Unrecognized OTOP logo - Not attractive private logo - Should put food guarantee logo in the front of packaging
Packaging	<ul style="list-style-type: none"> - Do not interpret as herbal food product - Unclear design because of full sunflower graphic - Make customer unable to recognize that it is milk flavor - Unable to know that it is Saraburi province's product - Poor product containing (Plastic inside)
Function	<ul style="list-style-type: none"> + Easy to open + Able to finish in one pack - Poor protection because air can leak into the box
Color	<ul style="list-style-type: none"> - Unattractive color - Make customer do not want to buy
Quality	<ul style="list-style-type: none"> - Unable to store the product - Difficult for transportation

	<ul style="list-style-type: none"> - Fragile product - Unsure food storage length
Emotional Appeals	<ul style="list-style-type: none"> - Do not look luxury - Not attractive product because of packaging design - Unable to sell internationally - Make foreigners afraid of herbal products = Look dangerous - Do not look clean - Do not feel containing herbal ingredients

Factor Analysis		2. Pork Floss Crispy Rolls
Name & Logo	<ul style="list-style-type: none"> - Unrecognized 5 stars OTOP logo = Should put in the front - Not attractive private logo - Should put pig logo on the top of packaging - Make brand look obsolete because of pig photo + Logo beside the box is modern, but opposite to pig logo + Modern designed by gold color logo 	
Packaging	<ul style="list-style-type: none"> - Should not make product touch the plastic box directly - Look dangerous = Foreign customers do not want to buy because of safety concern - Should be printed by soy ink (Ink for food product) 	
Function	<ul style="list-style-type: none"> + Easy to open - Unable to finish in one pack 	
Color	<ul style="list-style-type: none"> - Unattractive color - Make customer do not want to buy 	
Quality	<ul style="list-style-type: none"> - Unable to store the product - Difficult for transportation - Fragile product 	
Emotional Appeals	<ul style="list-style-type: none"> - Do not look luxury - Make foreign customers unwilling to buy especially Westerner - Only can be sold in China - Do not look clean - Look dangerous because food touch a plastic box directly - Make customers walk pass the products although it is sold in the department store. - Unable to differentiate with other products. 	

Factor Analysis		3. Chinese Pastry
Name & Logo	<ul style="list-style-type: none"> + Look good and able to recognize that it is made from local community + Look international because of English logo - Recognize that most target customers are Chinese because of Chinese label containing on packaging - Should put OTOP logo on the top of packaging 	

	<ul style="list-style-type: none"> - Unable to recognize as OTOP product - Difficult for this brand to compete with internationally brand if the brand does not put OTOP logo apparently on packaging
Packaging	<ul style="list-style-type: none"> - Too small photo and look unmanaged design - Look dull colors - Should be printed by soy ink (Ink for food product) - Easy to fragile because of soft plastic packaging - Waste of preservative because producers can use appropriate barrier properties (Lack of knowledge of packaging)
Function	<ul style="list-style-type: none"> + Easy to open - Unable to finish in one pack - Cannot keep for long - Cannot seal back if consumers cannot finish them all
Color	<ul style="list-style-type: none"> - Unattractive color as yellow color looks too plain - Should make it as gold color or emboss on logo
Quality	<ul style="list-style-type: none"> + Look clean - Difficult for transportation - Fragile product
Emotional Appeals	<ul style="list-style-type: none"> + Look clean - Unattractive feeling because of color - Unattractive design because rose cannot be interpreted in the meaningful ways

Factor Analysis	4. Mangosteen Juice
Name & Logo	<ul style="list-style-type: none"> - Difficult to read - Unable to recognize as a OTOP product - Opposite direction between Thai and English fonts - Not unique - Recognize as a beauty drink instead of a healthy drink = Affect customers to have wrong perception on a product
Packaging	<ul style="list-style-type: none"> - Poor plastic wrapping - Small text on label = Difficult to read + Nice design + Modern bottle
Function	<ul style="list-style-type: none"> + Easy to open
Color	<ul style="list-style-type: none"> + Attractive color, but monotone
Quality	<ul style="list-style-type: none"> + Look clean - Fragile product - Should describe the benefit of product
Emotional Appeals	<ul style="list-style-type: none"> + Look clean - Perceive as a beauty drink instead of a healthy drink

Factor Analysis		5. Cocoon Soap
Name & Logo	<ul style="list-style-type: none"> - No branding - Unable to read the name and logo - Cannot recognize the brand and product - Thai & English are opposite meaning 	
Packaging	<ul style="list-style-type: none"> - Soap is bigger than a packaging - Too plain design - Local perception - Waste of packaging = 2 layers wrapping - Unable to understand what soap is used for 	
Function	+ Easy to open	
Color	<ul style="list-style-type: none"> - Unattractive color = look boring and not interesting - Do not look luxurious on packaging color design 	
Quality	<ul style="list-style-type: none"> + Look clean - Should indicate the benefit of product 	
Emotional Appeals	<ul style="list-style-type: none"> - Unclear product perception - Unable to perceive as a herbal soap - Unable to go internationally - Perceive as local product with local selling - Do not want to use and try 	

Factor Analysis		6. Facial Toner
Name & Logo	<ul style="list-style-type: none"> + Unique logo + Perceive as a Thai product with font style 	
Packaging	<ul style="list-style-type: none"> - Normal packaging available in the local market - Perceive as unhealthy product - Poor label design 	
Function	+ Easy to open	
Color	<ul style="list-style-type: none"> - Too dark color - Unable to perceive as a herbal product 	
Quality	- Look dangerous	
Emotional Appeals	<ul style="list-style-type: none"> - Unable to perceive as a herbal soap - Unable to go internationally - Poor perception in Westerner's views. 	

4.1.2 No standard of quality, safety and reliability

Most OTOP products have no standard control because the government does not take serious action on product control. As we can see from the local market,

food and beverage products are the main problems because they do not look clean at all. This affect Thai and foreigners would not like to purchase although Thai products have a number of benefits. It also affects consumers on trust and reliability toward OTOP products. Moreover, the government does not continue to grade OTOP 1-5 stars, which can influence OTOP producers to concern about their product quality and safety. As a result, it affects OTOP products unable to sell in global markets because foreigners do not trust the quality of OTOP products.

4.1.3 Examples of good OTOP products

Dr.Chana Yieankamomsing has given a good OTOP product called *Xongdur*, which is an organic product. It is available in the leading supermarkets in Thailand such as Paragon, The Mall and Emporium.

He has mentioned that *Xongdur* was initiated by a local community in Supanburi province focused on a healthy product. The producer has given an attention on brand and product development by contineously gaining knowledge from various sources such as ministry of public health and organic farming network of Thailand. Packaging was also developed by designing attractive artwork as organic and herbal product. As a result, *Xongdur* is able to get MP, HACCP, HALAL from the government. It also has modern technology to continuously improve product quality by receiving advice from a number of educational institutions.



Miss Jinnarat Jiranithitnon has demonstrated a good OTOP product called *Makham Yim*, which is a processed tamarind. She mentioened that Makham Yim is convenient to eat as it is made into small pieces. In the past, consumers were very difficult to eat tamarind because they have to take shell out by themselves and it was contained in the big bag. This made consumers unable to finish eating. As a result, Makham Yim has

transformed normal tamarind into higher quality with individual plastic wrapping. Therefore, consumers are able to keep tamarind longer and finish eating faster from a value added activity. The packaging also looks more attractive than normal tamarind bag available in Phetchabun province. Moreover, it can be sold in higher prices such as 300 grams for 60 Baht and 400 grams for 90 Baht.

4.1.4 OTOP VS OVOP: *OVOP is a master of OTOP*

Both specialists have given the same answers that *“We can find local OTOP products everywhere and they are not unique at all”*. For example, we can find Pork *“Crispy Roll”* every part of Thailand and it looks the same. They have illustrated an example that if we live in Bangkok, we are no need to go to Kanchanaburi province to buy Crispy Roll because we can buy in local markets or department stores in Bangkok. This affects *“Crispy Roll”*, which is a famous product of Kanchanaburi province to devalue itself. This makes tourists not interest in buying local products originated from local areas as they can find and buy products everywhere in all parts of Thailand.

On the other hand, OVOP products have a number of unique values because consumers such as tourists cannot find each local product in other areas of Japan. Each province has its own uniqueness although it is same product categories. For instance, in the past, there had a number of ghost stories in each province of Japan. Since OVOP has been initiated, local Japanese communities have taken and communicated their own stories in creative ways such as snacks with cute ghost cartoon characters and humorous cartoon bread. As a result, tourists are able to purchase distinctive local products in every part of Japan where they cannot find same products in other areas. It benefits local communities to be able to increase their income and value added products throughout the country.



Ningyo Yaki (Souvenir from Asakusa) Momiji Manju (Souvenir from Hiroshima)

The above photos have showed Japanese snack containing red beans inside. However, tourists are unable to find those snacks in the same provinces because Japanese has practically conserved their local uniqueness in every part of Japan.

Japanese producer and government have continuously taken serious concerned about their local product activities:

The two specialists have responded that *Japanese government has supported local OVOP products to be able to sell in the leading restaurants and department stores in each province of Japan.*

They have also seriously educated producers and communities in research and development activities with their product identity. As they have realized that quality and safety concerns are one of the most important tools, which can increase consumer purchasing behavior. Therefore, they are able to attract more consumers with distinctive product and packaging designs.

Dr.Chana Yieankamomsing has demonstrated *Kit Kat Green Tea as an example*, which is very famous in Japan and foreign countries. Japanese producer has restricted sellers unable to sell easily in Japan and outside country. This product only can be sold in special season and mostly in the airport, as they would like to reserve their products to be unique and valuable.

4.1.5 Thai Government & OTOP Product: Should seriously support OTOP products in both domestic and foreign markets in order to raise customer awareness.

- The government should sequentially promote OTOP products by having events such as in Bitec Bangna or Impact, Muangthong Thani continuously as same as before because there are key factors to raise customer awareness and increase OTOP quality from local producers efficiently.
- *OTOP products should be sold in the distribution centers*, which assist them for free of charge.
- The government should promote OTOP overview by having marketing activities, which generate more budget for advertising as same as private brands and cultivate awareness in the right direction to consumers as a pride of Thailand.
- The government should set *standardization of OTOP products* by supporting free of design and printing charge. However, they must take serious concern about their generated budget to assigned staffs because sometimes the assigned people ignore their tasks after getting budget from the government. They do not pay serious attention to OTOP projects. Therefore, the government should set the standard regulation and punishment to the one who are not responsible for their tasks efficiently.
- Finally, Thai government should *promote OTOP products in foreign countries* in order to increase global awareness toward OTOP products. However, they must select 5 stars products so as to build positive customer perception throughout the world and improve local OTOP products to be able to compete with global brands.

4.1.6 Need to build trust, support and develop OTOP

Firstly, the government needs to *create positive image on OTOP products to consumers*. For example, Thai handicraft and hand made products have already well known throughout the world. However, the government needs to promote how good they are. For instance, how Thai caver and carpenter are good at doing those products and what the history of those products really are.

- Another example is that Thai herbs have a long history, which were given from a generation to a generation. However, the government should support and find specialists in Thai herbs to educate people in the right ways. They must make local producers to have more understanding about their products for further improvement.

- Apart from Thai government, local producers need to continuously improve their own skills and knowledge. They must learn which product is suitable for which packaging in order to build positive image to consumers.

- *Need to build a strong OTOP brand* because consumers know OTOP brand more than local brands. Everyone knows OTOP brand.

- *Need to have correct information on OTOP product.* Especially foreign customers, they are seriously concerned about information showing on labels. Therefore, producers must sophisticated make foreigners to have right understanding on OTOP products.

- *Continuously improve product line of OTOP products.* For instance, producers must think ahead on how their product will be sold in the next year. They must constantly develop their product design and plan to increase product value in the future.

4.2 10 respondents:

5 familiar and 5 unfamiliar with OTOP products with the age between 25-35 and 36-45 years old based on 4ps strategy

4.2.1 5 OTOP examples in 3 categories: Food, Beverage and Herbal Products

(+) = Positive Feedback (-) = Negative Feedback

The research is found out that 10 respondents who are familiar and unfamiliar with OTOP products had given very similar results.

Factor Analysis		1. Herbal Crispy Rolls
Name & Logo	<ul style="list-style-type: none"> - Unattractive logo - Plain logo design - Normal logo's font = Not outstanding 	
Product & Packaging	<ul style="list-style-type: none"> - Unable to recognize that it is a herbal crispy rolls - Plain packaging design - Do not want to buy because of unattractive color - Look pallid - Unappetizing + Able to finish in one small pack – Not too big + Clear ingredient indication + Feel good indicating “Food and Drug Administration” logo 	
Price	50 Baht / Box	
Distribution	Petrol stations Gift shops	
Purchase occasion	Self Trail Do not want to buy for family and friends Unexpected purchase	
Emotional Appeals	<ul style="list-style-type: none"> - Unable to perceive as a herbal product - Look plain item - Irrelevant packaging design and product - Do not want to try + Would like to try when seeing “Shell Chuan Chim Logo” 	

Factor Analysis		2. Pork Floss Crispy Rolls
Name & Logo	<ul style="list-style-type: none"> + Able to recognize as it is Chonburi's product because of “Sai Chon” brand meaning River - Look old fashion item - Unattractive logo - Plain logo design - Do not put 5 stars OTOP logo at the front of packaging 	
Product & Packaging	<ul style="list-style-type: none"> - Unattractive design - Make them do not want to buy because of plain design + Delicious after trying the product 	
Price	50-60 Baht / Box	
Distribution	Petrol stations Gift & souvenir shops Golden Place	
Purchase occasion	Self Trail Unexpected purchasing situation	
Emotional Appeals	<ul style="list-style-type: none"> - Unable to recognize that the product is delicious - Unattractive brand perception 	

	<ul style="list-style-type: none"> - Unable to recognize the logo = So they want walk pass and do not want to buy - Look unhealthy product
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Factor Analysis		3. Chinese Pastry
Name & Logo	<ul style="list-style-type: none"> + Clear logo design - Should be more luxurious logo design 	
Product & Packaging	<ul style="list-style-type: none"> - Unattractive design - No product banners - Too much portions = Wrapping in one big pack - Unable to finish eating within a day - Awful Chinese pastry photo 	
Price	80-90 Baht / Box	
Distribution	Department stores Gift / souvenir shop	
Purchase occasion	Self Trail Gift for friends	
Emotional Appeals	<ul style="list-style-type: none"> + Look clean + More international than normal OTOP products + Delicious after trying 	

Factor Analysis		4. Mangosteen Juice
Name & Logo	<ul style="list-style-type: none"> - Unclear logo - Unable to read 	
Product & Packaging	<ul style="list-style-type: none"> - Unclear product details - Too small texts - Poor plastic wrapping 	
Price	40-50 Baht / Bottle	
Distribution	Foodland Supermarket Doi Kam Shop 7-Eleven Shop	
Purchase occasion	Self Trail Rarely to buy	
Emotional Appeals	<ul style="list-style-type: none"> + Look healthy product - Look good, but they do not want to buy because of unattractive product. 	

Factor Analysis		5. Cocoon Soap
Name & Logo	+ Able to recognize as Thai style logo - Unrecognized logo because of difficult to read - Do not know what brand on the packaging	
Product & Packaging	- Poor packaging design - Poor color - Unattractive product because of poor graphic design	
Price	40 Baht / Piece	
Distribution	Foodland Supermarket Doi Kam Shop	
Purchase occasion	Rarely to buy = No one wants to buy this product	
Emotional Appeals	- Do not want to try - Cannot go for an international selling - Look dangerous - Do not look clean - Look cheap - Product for young people	

Factor Analysis		5. Facial Toner
Name & Logo	+ Able to recognize as Thai style logo - Look boring = Already saw similar logo design in the markets	
Product & Packaging	- Too dark color on label - Difficult to read texts - Poor packaging = Look cheap - Poor photo on the label - Poor paper sticker for label	
Price	100 Baht / Piece	
Distribution	Department stores	
Purchase occasion	Rarely to buy = No one wants to buy this product	
Emotional Appeals	- Do not want to try - Look dangerous - Do not look clean - Look cheap - Do not trust although it is made from Thai herb	

4.2.2 Factors in purchasing OTOP products

5 Familiar OTOP Respondents	5 Unfamiliar OTOP Respondents
<ul style="list-style-type: none"> - Reliability - Cleanness - Food and Drug Administration guarantee - Beautiful packaging - Proper proportion - Quality - Safety 	<ul style="list-style-type: none"> - Reliability - Cleanness - Look delicious - Beautiful packaging - Price concern - Exotic product - Safety

Most OTOP respondents are concerned about reliability, cleanness, packaging design and safety factors when they purchase OTOP products. 5 familiar OTOP respondents also seek for Food and Drug Administration guarantee in order to ensure that OTOP products are good enough to buy.

Meanwhile, some unfamiliar OTOP respondents are interested in price because it is a primary factor of purchasing the product. Then, they will look for exotic products, which attract them to try OTOP products such as food and beverage items.

This is an important factor because:

- If they try those products and they like them, they will become the royalty customers.
- However, some respondents answered that if they try some food and beverage items and they do not like them, they will not come back again and may tell their friends not to buy those products at all.

4.2.3 Purchasing Occasions

5 Familiar OTOP Respondents	5 Unfamiliar OTOP Respondents
<ul style="list-style-type: none"> - Souvenir for adults - Family - Friends 	<ul style="list-style-type: none"> - Self purchasing - Family - Friends

Most 5 familiar OTOP respondents have similar responded that they would like to buy OTOP products for family and friends. For example, if they go outside

Bangkok, they will buy some OTOP products as a souvenir for their family and friends because they will look for special OTOP products of those provinces. Thus, they will buy and bring back to Bangkok because they are unable to find those products in Bangkok.

However, surprisingly, most unfamiliar OTOP products have responded, *“They would not buy neither for their family nor friends because they do not trust OTOP products”*. The products also look unattractive and unsatisfied due to the packaging design although the product itself is fine.

Moreover, if they go outside town, they will not buy for adults as the souvenir because they do not trust the actual products, so they do not want to discredit themselves because of purchasing OTOP products.

4.2.4 Price range for purchasing OTOP products

5 Familiar OTOP Respondents	5 Unfamiliar OTOP Respondents
- Food Category 50-90 Baht	- Food Category 40-50 Baht / 60-80 Baht
- Beverage Category 30-60 Baht	- Beverage Category 45-50 Baht
- Herbal Product Category 60-90 Baht	- Herbal Product Category 50-60 Baht

As we can see, beverage category seems to be the lowest price range according to preference of purchasing OTOP products for both OTOP respondents. They responded that if the beverage price is more than 60 Baht, they prefer to buy private brands rather than OTOP beverage products.

Moreover, herbal product category is the highest price range for familiar OTOP respondents. As they understand that herbal products are good quality for Thai brands. Therefore, they are willing to pay for those prices and would love to try new herbal items.

Meanwhile, unfamiliar OTOP respondents would not like to pay more than 60 Baht because they do not trust Thai herbal products compared to global brands.

4.2.5 Place to purchase OTOP products

5 Familiar OTOP Respondents	5 Unfamiliar OTOP Respondents
<ul style="list-style-type: none"> - Department store - Doi Kam - OTOP exhibition such as Bitec Bangna and Queen Sirikit Center - Booth - Watson 	<ul style="list-style-type: none"> - Souvenir shop - Petrol station - OTOP distribution center - Any place available for car park

The 5 OTOP respondents seem to have better perception of distribution channels toward OTOP products than the 5 unfamiliar OTOP respondents. They would like to go to any OTOP events because they mentioned, *“At OTOP event, they could find a number of fresh and cheap OTOP products.”*

For instance, the vegetable selling at OTOP events is very fresh and cheap. They could not find it from anywhere else. Therefore, if they know where and when OTOP products sell, they definitely attend the events. However, they regret that nowadays, there does not have much OTOP events, so they cannot find any good OTOP products compared to special OTOP events.

On the other hand, 5 unfamiliar OTOP respondents perceive OTOP distribution selling along the souvenir shop, petrol station, and any convenient places. They do not care much about the quality of OTOP products. They care more about a car park because they if they see the selling shops have a car park available for them, they may drop and buy the products.

Some of them mentioned that they would like to buy OTOP products in the distribution center because they feel that there have a variety of OTOP items, which are fresher and have more choices than the products selling in the department stores.

CHAPTER V

CONCLUSIONS

5.1 Recommendations

5.1.1 Improve OTOP branding and product development

Branding is a very important tool for OTOP producers to be able to compete their products with international brands efficiently. According to the research finding, there has shown a number of OTOP logo's problems such as old fashion, unattractive and unrecognized logos. Therefore, the producers should have seriously concerned about their logo design in order to make the logo to be international and attractive. This benefits consumers able to recognize those OTOP products available in the markets. Moreover, the logo should be readable in both Thai and foreign languages. For instance, font design should not be difficult to read because if customers cannot read name and logo, OTOP products will not be able to reach customer awareness, which affects consumers ignore those OTOP products easily.

OTOP products should have modern packaging design, which is suitable for each product category. For instance, if producers sell crispy roll items, they should know what packaging could be used with their own products. Packaging design is also a very important tool, which is able to raise customer awareness and influent them on their purchasing behavior. Therefore, OTOP producers should realize on packaging design as the first priority on selling their products. This benefits OTOP products to increase value in foreign customers' perception successfully.

5.1.2 Continuously develop technological advantage toward OTOP products

Technology has become an expeditious instrument, which allows OTOP producers to improve their product quality such as function of product usage, quality and safety. Most OTOP producers are still lack of technological advantage, which is one of the most obstacles for them to go internationally. Therefore, OTOP producers must keep learning and improving themselves not to fall behind global brands. This also benefits them to build trust to customers in terms of product quality and safety.

As we can see from crispy roll case study, the product itself has a very good taste. However, the producers are lack of product safety control. Because the crispy roll is directly contained inside the plastic box. It was not wrapped by food grade plastic. Thus, it makes foreigners recognize the product as an unsafe item, which affects them do not want to buy the crispy roll. Therefore, if OTOP producers have taken serious concerns about technological improvement on OTOP product, it will make the products able to compete with global brands efficiently.

5.1.3 Apply OVOP Japan strategy to OTOP Thailand

According to the research, the researcher has found that OVOP products have their own uniqueness in each part of Japan. Tourist cannot find same products in different part of Japan because Japanese producers would like their products to be distinguishing from the others. Therefore, OTOP producers should discuss with each other to produce their own product uniqueness. For instance, if producers in some parts of Thailand would like to produce similar crispy roll, they should find their own identity of their areas in order to make crispy roll different from each other.

Another example is that in Saraburi province, there is well-known in sunflower. Therefore, producers should make crispy roll in the “*A Sunflower Shape*”, which has never seen before in Thailand. As a result, when tourists travel to Saraburi province, they would like to find special souvenir for their family and friends. The first idea comes into their mind may be “*A Sunflower Crispy Roll*”. In the end, it can raise customer awareness among the buyers toward OTOP product of Saraburi province successfully.

5.1.4 Provide distribution channels for OTOP

Nowadays, there have a number of OTOP products in every part of Thailand and it seems to be overproduced. Producers are able to produce their own products, but they have no place to sell although the products have good quality. Therefore, Thai government should support those producers to provide distribution channels for them to sell their products in the market. The government could set cooperative shops available only for OTOP products with no any charges and it should be standardized in every part of Thailand, which benefits local community to increase their income and improve the way of life.

5.1.5 Promote OTOP in both Thai and foreign markets

Thai government should continuously promote OTOP products in special events globally. In Thailand, there used to have big OTOP event in many parts of Thailand. According to the survey result, many respondents have answered that they know OTOP products from the event held at Queen Sirikij Centre because they heard from the news. They also answered that they usually went to OTOP event because they could find fresh and cheap vegetable where they could not find from anywhere else. Therefore, the government should have special event held in the many parts of Thailand in order to motivate both sellers and buyers to have an interaction between each other. However, OTOP products should be selected to sell in the event so as to ensure that once buyers go to the event, they can usually find good quality of products, which makes them become customer royalty. As a result, it can cultivate Thai people to have positive value toward Thai OTOP in the mean time.

Moreover, the government should promote OTOP products in foreign countries so as to gain awareness toward OTOP products. This benefits Thai products to have positive image in foreign perception. For example, Thai orchid is well known in England because they have flower festival every year. Significantly, Thailand always wins the prize for flower decoration, which stimulates foreigners come to Thailand and do flower business with Thai people. Therefore, if Thai government has given serious attention on promoting well-selected OTOP products in foreign country, it can be sure that most OTOP producers will continuously improve their own

products and give attention on every step of producing in order to complete with global brands effectively.

5.2 Limitation

Due to the time constraints of this research, the researcher is unable to interview OTOP owners as they are mostly outside Bangkok. Moreover, most of them are available only in the weekdays. Therefore, the researcher could not go to interview them because of a full time officer. Furthermore, to interview only two OTOP specialists and 10 respondents might not get effective result on research finding. However, the researcher has attempted to collect the most common result into this research. The further research of this study will collect data from OTOP owners in many parts of Thailand in order to find the most common result of OTOP products. This benefits OTOP owners to be able to productively compete with both Thai and foreign brands in the near future.

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APPENDIX A: Food Category

Herbal Crispy Rolls



Pork Floss Crispy Rolls





Chinese Pastry



APPENDIX B: Beverage Category

Mangosteen Juice



APPENDIX C: Herbal Product Category

Cocoon Soap





Toner

