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- Emerald Emerging Markets Case Studies (EEMCS) ได้รับการพัฒนาขึ้น ในปี 2011
- EEMCS เป็น คอลเลคชันออนไลน์ และผ่านกระบวนการ peer-reviewed
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- ✓The changing landscape for Chinese small business
- ✓The transformation process of AGD, Argentina

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- ❑ **ihere.tv – Thailand's online media entrepreneurs**  
*Author(s): Winai Wongsurawat*
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*Author(s): Boriboon Pinprayong, Winai Wongsurawat*
- ❑ **Thai Beverage Public Company Limited: Thailand leader, global challenger**  
*Author(s): Amonrat Thoumrungroje, Olimpia C. Racela*
- ❑ **International market expansion of “Jintan Nude” in Thailand**  
*Author(s): Olimpia C. Racela, Amonrat Thoumrungroje*
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*Author(s): Robert Alan Lewis, Ewa Maria Mottier*
- ❑ **The Banyan Tree: branding the intangible**  
*Author(s): Jochen Wirtz*
- ❑ **Corporate brand building at SRF: challenge of selecting the brand consultant**  
*Author(s): Jaydeep Mukherjee, Mukund Trivedy*
- ❑ **KPJ Healthcare: service internationalization**  
*Author(s): Zizah Che Senik, Khairul Akmaliah Adham, Rosmah Mat Isa, Noreha Halid, Adlin Masood*



# ตัวอย่าง Case Studies



## The Banyan Tree: branding the intangible

Jochen Wirtz

Jochen Wirtz is an Associate Professor of

Banyan Tree Hotels and Resorts had become a leading player in the luxury resort and spa market in Asia. As part of its growth strategy, Banyan Tree had launched new brands and brand extensions that included resorts, spas, residences, destination club memberships, retail outlets, and even museum shops. Now, the company was preparing to aggressively grow its global footprint in the Americas, Caribbean, Europe, and the Middle East while preserving its distinctive Asian identity and strong brand image of Banyan Tree.

A brand synonymous with private villas, tropical garden spas, and retail galleries promoting traditional craft, Banyan Tree Hotels and Resorts (BTHR) received its first guest in 1994 in Phuket, Thailand. Since then, it had grown into a leading manager and developer of niche and premium resorts, hotels and spas in Asia Pacific. Despite having minimal advertising, Banyan Tree achieved global exposure and a high level of brand awareness through the company's public relations and global marketing programs. Much interest was also generated by the company's socially responsible business values and practices caring for the social and natural environments. With a firm foothold in the medium-sized luxury resorts market, the company introduced a new and contemporary brand Angsana in 2000 to gain a wider customer base. As the resorts market became increasingly crowded with similar competitive offerings, lured by the success of Banyan Tree, the company had to contemplate about expanding its business and preserving its distinct identity. Banyan Tree and Angsana resorts were expanding geographically outside of Asia and also into the urban hotel market in major cities throughout the world. With around 34 hotels and resorts scheduled to open over the next three years, Banyan Tree faced the challenge of translating and maintaining the success of a niche Asian hospitality brand into various market segments on a global scale.

## Thai Beverage Public Company Limited: Thailand leader, global challenger

Amonrat Thoumrungroje and Olimpia C. Racela

Amonrat Thoumrungroje is based at Assumption University, Bangkok, Thailand.

Olimpia C. Racela is based at Mahasarakham University, Mahasarakham, Thailand.

As part of our diversification strategy, our non-alcoholic business has also gained momentum to become a driver of sales growth. The non-alcoholic drinks segment is an extremely attractive market that shows great growth potential. Given our strong existing branding in the alcoholic beverages market and our robust distribution infrastructure, we are well-positioned to capture the growth in this market and emerge as Asia's leading beverage producer (Thapana Sirivadhanabhakdi, President and CEO, Thai Beverage Public Company Limited, Business Times (Singapore), 15 May 2010 (Ramchandani, 2010)).

During the third week of August 2010, Marut Buranasetkul, Senior Vice President of Corporate Service and Deputy Managing Director of Thai Beverage Marketing, the sales and marketing arm of Thai Beverage Public Company Limited (ThaiBev), was reviewing the product portfolio of ThaiBev's non-alcoholic beverage products and brands. ThaiBev had been into the second year of its aggressive diversification strategy. The company had recently re-launched its Wrangyer brand energy drink, a move toward making ThaiBev a global comprehensive and integrated beverage company. Yet, the company's books showed that non-alcoholic beverage revenue was contributing around 5 percent of the ThaiBev's total revenue (*The Nation*, 2009). Moreover, although ThaiBev had been performing considerably well in the region, its international sales revenue represented only 3 percent of the company's total sales (*FinanceAsia.com*, 2010).

# ฐานข้อมูลที่ทางสกอ.บอกรับ

- ชื่อฐานข้อมูล **Emerald Management eJournal 92**
- ประกอบด้วยสาขาวิชา : 1.การบัญชี การเงินและเศรษฐศาสตร์ (39)  
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2.การจัดการธุรกิจ และ กลยุทธ์ (53)  
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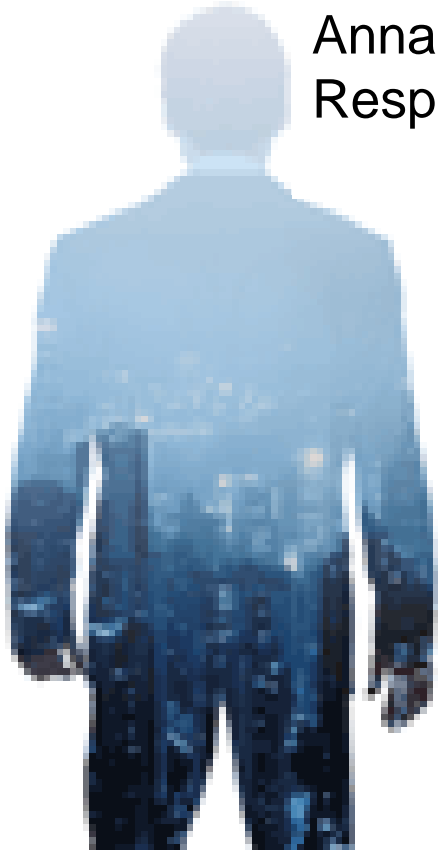
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### Acknowledgements

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### Abstract

**Purpose** – The purpose of this paper is to integrate the firm's internal marketing (IMO) adoption for enhancing contact employees' fit with their firm and their supervisor.

**Design/methodology/approach** – A hierarchical research design was used, including personal interviews and 417 contact employees.

**Findings** – This study contributes by suggesting IMO as a firm's internal marketing strategy. Another finding of this study lies on the role of the supervisor. Another finding of this study lies on the role of the supervisor.

**Research limitations/implications** – Additional research is needed to explore the background influence employees' fit with their organization. This study is an important first step in understanding the importance of IMO.

**Practical implications** – Considering that supervisor's leadership is imperative that top management must first sell the organization's marketing program across the whole firm. As IMO increases, managers can mainly achieve "fit" into their organization and avoid mist only by carefully attracting and selecting individuals. Moreover, managers should take into account that IMO increases employees' willingness to report service complaints to their supervisor.

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#### Access details

Please choose your own username and password and enter them below (password must be a minimum of 6 characters)

Username:

Password:

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