

Cross Cultural Marketing Mix Strategies of Thai Brand in the Chinese Market: A Case Study of TN company

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Abstract

The objectives of this research were : 1) to study cross-cultural product strategies of TN company in the Chinese, 2) to study cross-cultural price strategies of TN company in the Chinese, 3) to study cross-cultural place strategies of TN company in the Chinese, and 4) to study cross-cultural promotion strategies of TN company in the Chinese. This study employed qualitative methods. Data were collected from a sample of 15 participants, comprising 5 TN China regional executives, 5 loyal customers, and 5 industry experts, selected through a purposive sampling method. Data were analyzed by using thematic analysis to identify patterns and insights across interviews.

The research findings revealed that : 1) product strategy : TN enhanced brand identity by adapting product flavors, packaging, and integrating Chinese cultural elements, aligning with local preferences while retaining its Thai heritage, 2) pricing and promotion strategies : the company adopted flexible pricing to address diverse market demands and implemented effective promotional campaigns, leveraging social media platforms and culturally resonant holiday marketing to boost engagement, and 3) place strategy : TN expanded its distribution channels to second and third-tier cities and strengthened partnerships with local retailers, improving accessibility and market coverage.

Keywords: Cross-cultural marketing, Marketing mix, Marketing strategies, Thai brands

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Introduction

In the context of global economic integration, cross-cultural marketing becomes the key to enterprise international competition. As the world's second largest consumer market, China imported more than \$139 billion of food in 2022, showing the demand for diversified products (Li, Hua, & Zhang, 2023). The rise of cross-border e-commerce has allowed consumers to easily access global goods, and cultural adaptability is crucial to brand success. According to china-Thailand economic and trade cooperation, Thailand's tropical fruit exports to China account for more than 90% of its total exports, and China is Thailand's largest trading partner. Thai brands such as Red Bull and Chang Beer have successfully shaped their local brand image by integrating Chinese cultural elements and innovative marketing strategies, proving the value of cross-cultural marketing in meeting consumers' cultural identity and functional needs. China's snack food market is expected to exceed 1 trillion yuan in 2024, providing a huge space for multinational brands (Chen, 2024).

Although existing research focuses on the macro framework of cross-cultural marketing, strategy adaptation in emerging markets and segmented categories is insufficient. Take Thai brand TN as an example, its success in the Chinese market depends on flavor localization, festival marketing and sinking channel layout, but the academic community lacks in-depth analysis of this strategy combination (Deng, 2024). The existing literature focuses on European and American enterprises, and there is an obvious gap in the marketing model of Southeast Asian brands in China. The similarities and differences between Chinese and Thai culture provide a unique perspective for theoretical innovation (Chen, 2023).

This study focuses on Thailand leisure snack brand TN cross-cultural marketing combination strategy in China, aims to reveal the cultural adaptation and localization innovation path, through the analysis of TN company's product strategy, price strategy, channel strategy, promotion strategy, research will provide replicable strategy framework, deepen the cross-cultural marketing theory.

Research objectives

- (1) Study TN company's cross-cultural product strategy in China
- (2) Study TN company's cross-cultural price strategy in China
- (3) Study the TN company's cross-cultural place strategy in China
- (4) Study TN company's cross-cultural promotion strategy in China

Literature Review

1. Concepts of Cross-cultural Marketing

Cross-cultural marketing involves marketing activities carried out by enterprises or organizations for target markets with different cultural backgrounds under the context of globalization. Its core is not only to promote the products or services to the international market, but also to develop and implement the corresponding marketing strategies based on the respect and understanding of the target market culture. The key to cross-cultural marketing lies in the deep understanding and integration of local culture. Only in this way, products or services can be truly accepted by local consumers (Chen, 2024).

Cross-cultural marketing is also an effective way to solve the cultural conflicts in marketing activities. With the increasingly frequent communication and conflicts between different cultures, enterprises will inevitably face the challenges brought about by cultural differences when carrying out marketing activities (Chen, 2019). In this context, cross-cultural marketing is particularly important. It requires enterprises to have a high degree of cultural sensitivity and adaptability, to be able to flexibly respond to various cultural conflicts, and to ensure the smooth progress of marketing activities. The process of cross-cultural marketing is actually a process of continuous adaptation and integration. Only in this way can enterprises occupy an invincible position in the global competition. For example, TN produces snacks. In order to succeed in the Chinese market, we must strengthen the understanding and adaptation of Chinese consumer culture and produce snacks that meet the cultural preferences and tastes of Chinese consumers (Cai, 2022).

2. Concepts of Marketing Mix

Marketing mix is a core concept in marketing that typically includes four elements: product, price, place, and promotion (4P). It refers to a strategy in which enterprises effectively combine various controllable marketing factors to meet the needs of the target market and achieve marketing goals. These elements are interrelated and affect each other, working together on the market. Based on the cultural characteristics of the target market, corresponding adjustments and optimizations are made to enhance the market competitiveness of the enterprise and achieve its marketing goals (Guo, 2023).

In modern marketing theory, marketing mix is regarded as a comprehensive strategic tool aimed at helping businesses achieve their market positioning and goals. As Philip Kotler said, "Marketing mix is the process by which a company uses controllable factors in a coordinated and consistent manner in the market to meet the needs of target customers in order to achieve its marketing goals." This definition emphasizes the core position of marketing mix in corporate strategic decision-making and the importance of using controllable factors in

a coordinated and consistent manner to meet customer needs. The marketing mix not only focuses on the product itself, but also on how to effectively deliver the product to target customers through pricing, channels, and promotions, achieving an effective connection between the enterprise and the market (Kotler, 2020).

With the continuous changes in the market environment and the increasing diversity of consumer demands, the definition of marketing mix is also constantly evolving and improving. Modern marketing mix theory emphasizes more on the two-way interaction and communication between enterprises and consumers, as well as shaping brand image and competitive advantage through innovation and differentiation. As Don E Schultz once said, "Marketing mix is not just a combination of products and prices, but also a resonance of emotions, values, and culture between businesses and consumers." This viewpoint emphasizes the role of marketing mix in shaping consumer perception and building brand loyalty, as well as the importance of developing more precise and effective marketing strategies through in-depth understanding of consumer needs and market trends (Schultz, 2012).

3. Concepts of Cross-cultural Marketing Strategies

Cross cultural marketing strategy is a targeted and flexible marketing strategy developed in the context of global integration, combining the localization characteristics of different countries and regions. It combines the global resources and capabilities of the enterprise with the local needs and cultural characteristics of the target market, achieving effective integration of globalization and localization. The enterprise can promote its brand and products globally while meeting the specific needs and cultural preferences of consumers in different regions (Wang, 2022).

The localization of cross-cultural marketing strategies requires a series of carefully planned steps. Firstly, it is necessary to conduct in-depth research on the market, understand the cultural characteristics, consumption habits, and laws and regulations of the target market. Secondly, based on this information, adjust marketing strategies, including various aspects such as products, pricing, promotions, and channels. For example, in product design, consideration should be given to the aesthetic preferences and usage habits of the target market ; In pricing, consideration should be given to the local economic level and consumption capacity; In terms of promotion, targeted activities should be carried out during local festivals, celebrations, and other occasions. Finally, it is necessary to ensure the accuracy and correctness of marketing information transmission, including the accuracy of translation and the cultural adaptability of advertising (Ye, 2022).

As an international brand, Coca Cola has introduced packaging and advertising with Spring Festival characteristics by deeply integrating into Chinese Spring Festival culture. By

demonstrating the festive atmosphere of family reunion and happiness, Coca Cola not only conveys brand values, but also narrows the distance with Chinese consumers and enhances the brand's affinity in the Chinese market (Hu, 2024).

4. Related Studies

Zhu (2021) The study pointed out that Coca Cola conducts in-depth research on consumer needs and behaviors in various countries and regions, and launches products that are in line with local cultural characteristics and tastes. For example, in the Indian market, Coca Cola has launched special flavored beverages with added local spices and sweeteners; In the Chinese market, a special edition of the Spring Festival packaging and flavors has been launched to cater to the holiday culture and taste preferences of Chinese consumers.

He (2021) Research suggests that, Coca Cola cleverly incorporates local cultural elements into its advertising, making it more approachable and attractive. For example, during the carnival in Brazil, Coca Cola's advertisements will incorporate the lively atmosphere and unique elements of the carnival; In African countries, advertisements will showcase the local cultural customs and people's lives. Coca Cola will organize various forms of marketing activities based on the local cultural background and festivals, which not only enhances the interaction between the brand and consumers, but also further deepens consumer recognition of the brand culture.

Wang & Zhou (2020) Research suggests that , McDonald's has made corresponding adjustments and optimizations based on the cultural characteristics and consumer needs of the local market, while maintaining its core brand values and product characteristics. For example, launching menu options that cater to local tastes and dietary habits in different countries and regions, and creating dining environments that cater to local consumer preferences. This series of optimization adjustments has earned McDonald's the support and love of a large number of loyal consumers worldwide.

Research Methods

This study uses the in-depth interview method of qualitative research to analyze the key factors of the successful promotion of Thai TN company snacks in the Chinese market, providing useful reference and inspiration for the internationalization of brands in China and other countries.

1. Key Informant

The study sample involved three groups of 15 members using the purposive sampling method. The first group is 5 members of TN's marketing team who provide in-depth insight into branding and market performance. The second group was five loyal consumers who

shared their satisfaction and loyalty to the brand. The third group is five cross-cultural marketing experts who provide professional analysis and insights into industry trends. Through these interviews, we aim to fully understand brand market performance, consumer demand and industry trends to provide support for brand development.

Table 1 Standard Table of the interview subjects

Categories of interview subjects	Screening criteria	Detailed requirements
TN Corporate Department Manager	Position and cross-cultural experience	Department: International Marketing Department / Brand Promotion Department (cultural adaptation direction), priority in charge of Southeast Asian market. I have participated in 2 transnational market development projects, led cross-cultural advertising creativity, and familiar with TN "cultural portfolio product line"
	Combinatorial marketing engagement	Project type: Must have participated in online and offline integrated marketing, have experience in omni-channel data coordination, and have led cultural conflict solutions
	Strategic cognitive depth	Can clearly explain TN company's "cross-cultural marketing strategy", and master the cross-national market budget allocation in the past three years
Faithful customer	Cross-cultural consumption characteristics	Consumer behavior: purchased TN international version products for a long time, consumed in two transnational scenarios, and participated in transnational marketing activities
	Cultural interaction	Symbol cognition: it can identify Chinese cultural elements in TN products, and actively participate in the creation of cultural-related UGC
	Sample structure	Regional distribution: covering customers in Beijing, Shanghai, Guangzhou and Shenzhen + flagship stores in third, third and fourth tier cities
Marketing industry expert	Professional domain relevance	Time of practice: more than 10 years in marketing industry
	Cross-cultural insight	Research ability: Be able to analyze marketing strategies and master the marketing compliance framework of cross-cultural products
	smell of powder; practical experience	In recent five years, I have led the whole case planning of ASEAN food brands entering the Chinese market, transnational public opinion crisis handling, and cultural preference analysis projects based on big data

2. Research Instruments

This study used in-depth interviews as an important tool to explore the deep thoughts and feelings of the respondents. In-depth interviews, with their free and open characteristics, shed the limitations of pre-set questions and fixed processes, allowing respondents and respondents to have in-depth discussions around specific topics or areas. The study asked the same question to different subjects until no new ideas emerged. With this approach, we can get closer to the true thoughts, underlying motivation, and emotional attitudes of the respondents, thus revealing the deeper information hidden beneath the surface.

3. Data Collection

Data collection will be combined with interviews and data to protect privacy through face-to-face or online means. The focus is on TN's marketing strategy, marketing promotion and marketing feedback in the Chinese market. The TN marketing team and loyal consumers will share experiences and feedback through telephone and face-to-face interviews in October 2024. Intercultural marketing experts will conduct an online interview in November 2024 to discuss the strengths and weaknesses of brand channel management.

4. Data Analysis

This paper uses thematic analysis for data analysis, a method used to identify and analyze recurrent themes in data sets, and is particularly suitable for processing non-numerical text data. This paper analyzes the successful factors of TN, a Thai snack brand, in China, and explains the marketing, brand promotion and cross-cultural marketing theory.

Results of the Study

1. TN Company Cross-cultural Product Strategy

1.1 Adapt to entering new markets

TN of Thailand has been selling nori in the Chinese market since 2012, adjusting its products to suit local tastes and eating habits. The company also guides consumers to understand the benefits of nori and integrates Chinese cultural elements into the packaging design to enhance the acceptance and competitiveness of the brand in the Chinese market. TN recognizes that entering new markets is full of opportunities and challenges, and the key is to balance localization and differentiation strategies (Mr. Gu, General Manager, November 15, 2024).

Analyzing market demand is crucial for developing market entry strategies. This includes assessing the market demand for similar products, the product performance, determining the market potential, and identifying the product adjustment demand. Competitive analysis helps to understand the product characteristics and marketing strategies of competitors, and

provides market insight for differentiation strategies. Before entering a new market, conduct market research to understand the cultural background, consumption habits, taste preferences and competitors. Product and service adjustments are key to adapting to the target market, including product localization and adjusting marketing strategies to the local culture. Pilot testing and gathering feedback are important steps in adjusting the optimization strategy, collecting consumer feedback through small-scale marketing trials and continuously optimizing the product and marketing strategies based on the feedback.

1.2 Maintain the brand characteristics and core values

Since entering China in 2012, TN has adjusted its brand to meet market demand and support global expansion. The company is known for its Thai flavor and high-quality products, but in the Chinese market, it is crucial to adjust the brand characteristics to meet the diverse needs of consumers. China general agent sales manager Gu will share the brand changes. TN launches products suitable for Chinese flavors, such as spicy and barbecue, while adding ready-to-eat and functional nori products. The packaging design incorporates Chinese elements, such as Chinese red and traditional patterns, while maintaining the Thai style to enhance visual appeal and market awareness. Localization of market communication strategy, the use of Chinese festivals and popular culture elements, enhance brand affinity and market awareness (Manager Gu, General Acting Sales Manager, China, November 15, 2024).

Brands need to maintain their uniqueness and core values when adapting to new markets. Companies need to find a balance between product development, marketing and brand communication to maintain brand coherence and attractiveness in the context of globalization. Manager Liu shared several key points: brand story and image through the history of the founder and Thai background to help consumers identify brand in globalization; product flavor and quality, despite localization adjustment, TN adheres to traditional Thai flavor, selects high-quality raw materials and strict production technology, to ensure that products meet local taste and maintain uniqueness (Manager Liu, China Brand Cooperation and Marketing Manager, November 15, 2024).

1.3 Address the challenges of cultural differences

After working with the company, TN company encountered significant cultural differences when it entered the Chinese market. First of all, the taste preferences of Chinese consumers are different from those of the original Thai products, which makes the products difficult to accept. Secondly, the Thai cultural background of the brand may be separated from the cultural identity of the Chinese market and affect the brand cognition. Moreover, the effectiveness of marketing strategies is also challenged because the original promotion methods may not be fully adapted to the consumption habits and media usage methods of

Chinese consumers. These cultural differences make it necessary to adjust the products, brands and promotion strategies to better integrate into the Chinese market. "Professor Li, a marketing industry expert, said: I observed that TN companies faced the challenge of cultural differences after entering the Chinese market. These challenges mainly involve product acceptance, brand awareness, and marketing strategies. When analyzing these problems, we can learn from the coping strategies of other international brands in similar situations to help TN companies better adapt to the Chinese market. "Chinese market (Professor Li, Marketing Specialist, November 25, 2024).

Professor Wang, a marketing industry expert, said: cultural differences will affect product acceptance. The original and flavored styles of Thai companies may not fully satisfy the taste preferences of consumers in the Chinese market. For example, Thailand may be different from Chinese consumers. In this case, similar to the challenge that Coca-Cola faced when it entered the Chinese market, they were adjusted locally to cater to the tastes of Chinese consumers, such as green tea cola, to meet the needs of local consumers. Thai companies can solve this problem by introducing tastes suitable for Chinese consumers, thus improving market acceptance (Professor Wang, Marketing Specialist, November 25, 2024).

In the face of cultural differences, TN company has effectively overcome these challenges through localized product adjustment and brand culture integration, and enhanced its competitiveness and brand awareness in the Chinese market. Learning from the successful experience of other international brands will help TN to better adapt to new markets and achieve continuous growth of its business.

2. TN Company's cross-Cultural Pricing Strategy

2.1 Pricing strategy formulation and the economic situation

Cross-cultural pricing strategy is to set prices in different countries and regions according to the local economy, culture and consumer behavior. An effective strategy needs to balance market conditions, purchasing power, and brand positioning. When TN develops strategies, it conducts market research, analyzes economic conditions and consumer purchasing power to determine the price range. In economically developed areas, companies may set higher prices to maintain their brand image; while in slower growing areas, companies may adjust prices to enhance market competitiveness (Manager Gu, General Acting Sales Manager, China, November 15, 2024).

TN will use promotions and discounts to attract price-sensitive consumers. During holidays and promotional seasons, the company may launch special edition products or discounts to increase sales and increase brand awareness. These strategies help companies

capture consumer demand in price-sensitive markets (Manager Liu, China Brand Cooperation and Marketing Promotion Manager, November 15, 2024).

2.2 High-end positioning and price sensitivity

How to maintain the high-end brand image while adapting to the price-sensitive market demand? Experts point out that when foreign snack brands enter the Chinese market, they should make clear their high-end positioning, and convey their quality and technical advantages through exquisite packaging, high-quality materials and unique product characteristics. In the Chinese market, the price sensitivity is high, so a flexible pricing strategy is crucial. Brands can adopt a market-oriented pricing method and adjust product prices according to the purchasing power and market competition of local consumers. Brands can set competitive base prices based on market research data, while offering discounts and time-limited discounts during certain periods (such as holidays or promotional seasons). This strategy attracts both price-sensitive consumers and boosts sales while maintaining a high-end image (Professor Teng, Marketing Specialist, November 25, 2024).

TN company has not only maintained the high-end brand image, but also successfully realized the localization, which makes us feel that the brand really understands the needs of Chinese consumers, while enjoying the high-quality products, but also feel the sense of belonging (Loyal Client, Miss Tang, November 18, 2024).

2.3 Comparison and evaluation of pricing strategies

The evaluation of consumer product pricing strategies is crucial for business development. Consumer feedback helps companies optimize pricing, and reasonable pricing can increase sales and brand loyalty. TN has received positive reviews for meeting different needs through multi-level product lines and flexible promotions. However, overpriced or unattractive promotions may lead to declining sales and impaired brand image. Comparing and evaluating consumer opinions can help enterprises adjust their pricing strategies, balance brand positioning and market demand, maximize profits and enhance competitiveness. Therefore, enterprises should pay attention to consumer feedback, constantly adjust pricing strategies, ensure that product prices reflect brand value and adapt to market changes, and promote sustainable development.

To assess customer satisfaction with TN Company's pricing strategy, we interviewed clients. One customer thinks the pricing strategy is reasonable, the product line is diverse, the high-end collection is value for money, and the holiday promotions increase the benefit, making him willing to buy long-term. Another college student customer said that price choices and promotions allowed her to experience products on a budget, but that a high price would make her hesitate. These surveys were designed to assess the effectiveness, adaptability, and

impact on purchasing decisions, showing that TN Company's strategies significantly influence consumer decisions.

Price is a key factor for consumers to choose snacks. TN attracts consumers with limited budgets and offers diversified options by setting different price ranges and small package trials. For example, price-sensitive students and young consumers may tend to buy seaweed in low-priced small packages or during promotions. The high-end collections maintain the brand image and attract consumers who are willing to pay for quality. However, too high prices may limit price-sensitive consumers, leading them to look for more economical options. Therefore, a reasonable pricing strategy should balance the brand image and consumer purchasing power to expand the market share. Flexible pricing and promotions such as holiday discounts, one-get-one discounts can stimulate purchases and increase sales, especially for consumers with limited budgets. Diversified price selection and promotional activities can meet the needs of different consumers, actively influence the purchase decisions, enhance the brand competitiveness, and enhance the consumers' purchase intention.

3. Cross-cultural Place Strategy

3.1 Strategy for selecting distribution locations

TN company's choice to enter the Chinese market is based on the huge consumption potential of the Chinese market, the favorable economic and policy environment, and the promotion of cultural exchanges. Together, these factors have contributed to the success of TN company's market presence in China. "TN took a very systematic approach to market expansion when it entered the Chinese market. First of all, they choose to start from the Guangdong region, because of its similar geographical location and similar cultural background, it is easier to be accepted by local consumers. In addition, Guangdong region has developed economy, large population and huge market potential, which provides a good starting point for the company."(Professor Li, Marketing Specialist, November 25, 2024)

After gaining a foothold in Guangdong, TN began to expand into China's second-tier and third-tier cities. These cities have rapid economic development, high consumption level of residents, and a large demand for imported food. By establishing brand awareness in second- and third-tier cities, the company has laid a solid foundation for further expanding the market (Professor Li, Marketing Specialist, November 25, 2024).

TN is not ignoring third-tier and fourth-tier cities, but is gradually covering those areas. Although the consumption power of the third tier and fourth tier cities is relatively low, the market potential cannot be underestimated. By adjusting product pricing and marketing strategies, the company managed to attract consumers in these cities and further expand its market share (Professor Li, Marketing Specialist, November 25, 2024).

3.2 Place strategy optimization

After meeting its sales targets in major cities in China in 2018, TN plans to expand to third-tier cities and below. In the initial stage, the sales strategy was unsatisfactory, mainly due to the difference in consumption level, imperfect channel construction and insufficient market research. Manager Mo and his team have strengthened market research, adjusted sales strategies to adapt to local consumption habits, and actively established cooperative partnerships to strengthen channel construction and improve market penetration rate. Through these efforts, Mo and his team successfully solved the difficulties in the place strategy optimization process, and summarized some effective experiences from them. They found that a deep understanding of the market and consumers was the key to success, and that flexible adjustment of sales strategies and enhanced channel building were also important factors in success. These experiences support their sales in third-tier and fourth-tier cities, and provide valuable experience and reference for the company's future market expansion.

To further understand consumer satisfaction with TN's sales channel, we interviewed a loyal customer. Online channel: "I often buy kelp from TN company online, feeling very convenient. For example, on Tmall or Jingdong, it is very simple to find their stores, and the product information is also very detailed, and the price, specifications and evaluation are clear at a glance. There are a variety of payment methods, you can directly use WeChat payment or Alipay. The delivery speed is also very good, in most cases you can receive the goods in 2-3 days, I think very fast, especially sometimes there are promotional activities, the effect is very good. However, sometimes inventory problems, especially during promotions, and may be out of stock. In addition, sometimes the delivery company is not timely, and we hope to further improve the delivery efficiency in the future." (Mr. Huang, November 18, 2024).

Offline channels: For offline shopping, I often see TN companies in supermarkets or convenience stores. Especially in large supermarkets, TN's kelp is more visible and is easy to find when shopping. The product are also very fresh, at the same price as online, and sometimes with some in-store discounts. The only tip is on the shelves of some small convenience stores. Because sometimes I go to some small shops to look for, but did not see TN company kelp products, so the convenience of purchase will be reduced (Ms. Chen, November 18, 2024).

4. Cross-cultural Promotion Strategy

4.1 Use of cross-cultural promotion tools

In cross-cultural promotion, it is crucial to use social media such as Xiaohongshu, TikTok, Weibo and wechat to build contact with consumers. These platforms help brands spread information and enhance brand awareness by publishing content and interactions that to

local culture. Advertising also needs to be tailored to different cultural markets to enhance its appeal. In China, advertisements with local cultural elements can better attract the audience. Other marketing tools such as email marketing, content marketing, and SEO also need to be localized to maximize results. For example, email marketing should be combined with local culture, content marketing should create content in line with local values, and SEO should be optimized according to local language and search habits. In short, marketing tools combined with local strategies can significantly enhance brand loyalty.

4.2 Handle cultural differences to ensure the accuracy and appeal of advocacy

When TN entered the Chinese market, it took several measures to ensure the accuracy and appeal of the publicity. The company has a deep understanding of Chinese culture, avoids cultural misunderstandings, and successfully attracts target consumers and improves the market response through advertising and promotional activities adapted to the local culture. The company respects the Chinese market culture, establishes a strong brand positioning, resonates with consumers through cultural compatibility, and enhances the brand affinity and loyalty. Customized promotional content and culturally appropriate advertising strategies improve advertising click-through rate and market participation, and strengthen brand competitiveness. Through cultural adaptation and localization strategy, the company has successfully integrated into the local market, won the trust and support of consumers, and promoted the long-term growth of the brand. For example, the holiday limited edition seaweed launched during the Spring Festival shows the respect for traditional Chinese festivals and strengthens the emotional connection between the brand and consumers.

4.3 Marketing cases with remarkable results

TN has successfully implemented a "Spring Festival Limited Edition" promotion in the Chinese market, increasing its brand awareness and market share through specially designed holiday packaging and social media promotion. Activities include partnerships with online celebrities, limited-time discounts on e-commerce platforms and interactive sessions such as lottery and red envelope activities to enhance consumer participation. The success of the strategy is reflected in localized content creation, collaboration with local influential people, multi-channel integration and promotion, cultural adaptation of advertising strategy and real-time market feedback optimization. The customer, Miss Tang, was satisfaction with the holiday promotion, while marketing expert Professor Li said the promotion needed improvements in clarity, inventory management and social media interaction.

Conclusion, Discussion, and Recommendation

Conclusion

1. TN company cross-cultural product strategy

TN company has successfully entered the Chinese market through deep cultural adaptation and localization adjustment. Since 2012, it has optimized product recipes for Chinese consumers' taste preferences, and launched ready-to-eat and functional nori products to meet diverse needs. At the same time, the packaging design integrates Chinese red and traditional patterns, balancing the Thai brand characteristics with Chinese aesthetics, and enhances the visual attraction and market cognition. Through market research, competitive product analysis and pilot testing, the company accurately targets the demand, and uses Chinese festivals and popular culture elements to optimize the marketing strategy to enhance the brand affinity. TN always retains the core values in the adjustment, adheres to the high quality standards, strengthens the brand recognition through the founder's story and the Thai cultural background, and realizes the strategic balance between globalization and localization.

In the face of cultural differences, TN company enhances its competitiveness through the integration of local innovation and brand culture. In view of the product acceptance problem, the company draws lessons from the experience of international brands, adjusts the taste and launches new products, which fits the health trend. Chinese narrative is integrated into brand communication, and local advertising and social media strategies are combined to overcome cultural cognitive differences. Experts note that TN's strategy verifies the importance of balancing "global consistency and local flexibility," and its data-driven market insight and continuous feedback optimization mechanism provide an effective example for multinational brands. In the future, it is necessary to further focus on the precise integration of market segments and cultural symbols to consolidate long-term advantages.

The case of TN company shows that the cross-cultural product strategy should take cultural adaptation as the core, and realize market penetration through localization innovation and brand value adherence. Its success relies on accurate demand insight, flexible adjustment capabilities, and a dynamic balance between globalization and localization, providing a replicable strategic framework for multinational brands.

2. TN company-cultural price strategy

The cross-cultural pricing strategy of TN company is common with the pricing logic of multinational brands in the existing literature. They both emphasize market stratification and dynamic adjustment, maintain the brand image at high prices in developed regions, and flexible promotion in low-line cities. Its uniqueness lies in the two-way balance of "cultural

premium + data driven". Compared with the single cost orientation or competition orientation in traditional theory, TN pays more attention to the adaptation of cultural consumption psychology, such as limited Spring Festival promotion and lowering the experience threshold through small size tasting clothes. This strategy echoes the argument of "social value and market value synergy" in the pricing of cultural products. However, unlike brands such as Coca-Cola that achieve price penetration through highly localized products (such as green tea-flavored Coke), TN retains the Thai flavor tradition in the high-end line, forming a differentiated premium. Research shows that successful cross-cultural pricing requires the integration of "cultural symbol empowerment + agile feedback", and that TN provides an innovative paradigm for emerging market brands.

3. Cross-cultural place strategy

TN company has successfully laid out the Chinese market through the stratified market entry strategy. In the initial stage, we selected Guangdong with similar culture and developed economy to lower the threshold of market acceptance and establish brand recognition; then, it gradually expanded to the second and third-tier cities, and used its high consumption power and demand for imported food to expand coverage, and penetrated the third-tier cities through adjusting pricing and channel strategy to tap the potential of sinking market. This strategy combines efficiency and risk control, which not only ensures the stability of the core market, but also gradually activates the long tail demand.

In channel optimization, TN company overcomes the initial challenges with data-driven and local collaboration. In view of the insufficient channel construction in low-line cities, the team strengthened market research, flexibly adjusted sales strategy, and established in-depth cooperation with regional dealers to improve terminal coverage. Online channels dominate with convenience and diversified payment, but they need to improve the inventory management and logistics timeliness during the promotion period; offline channels perform steadily in large stores, but have insufficient coverage of small convenience stores, so the density of distribution network should be strengthened in the future. Consumer feedback highlights the importance of omnichannel experience. The complementary model of "convenient online, instant offline" is the key to improving purchase intention.

TN's channel strategy reflects the logic of "cultural adaptation + gradient deep cultivation": taking similar geographical and cultural areas as the springboard, infiltrating the market in layers, and realizing sustainable expansion through localized collaboration and omni-channel optimization. Its experience shows that multinational brands need to dynamically balance the channel efficiency and coverage breadth, and continue to iteration with consumer experience as the core, especially in logistics and terminal touch.

4. Cross-cultural promotion strategy

TN company achieves accurate access in the Chinese market through the combination of promotional tools deeply integrated into the culture. Focusing on local social media such as Xiaohongshu, TikTok and Weibo, it launches customized content in combination with traditional festivals such as the Spring Festival, and enhanced its sense of participation through interactive forms such as KOL cooperation and red envelope lottery. The advertising strategy emphasizes cultural adaptation and incorporates Chinese elements, while using local SEO and email marketing to increase exposure. This model has significantly improved brand awareness and consumer loyalty, such as both sales and social media interactions during the Spring Festival event.

The success of intercultural promotion depends on dynamic feedback and strategy iteration. TN's Spring Festival marketing case verified the effectiveness of localized content and multi-channel integration, but experts noted the need to optimize activity information clarity, inventory management and social interaction response speed. Consumer feedback shows that culturally appropriate promotional strategies can strengthen emotional bonding, while over-reliance on short-term traffic may dilute brand value. In the future, it is necessary to balance "cultural hot opportunities" and "long-term brand narrative", and strengthen the data-driven real-time optimization mechanism to cope with the rapidly changing consumer preferences.

TN's promotion strategy successfully activated the Chinese market with cultural empathy as the link and localization tools as the lever. Their experience shows that multinational brands need to build emotional identity through "accurate implantation of cultural symbols + deep participation in social ecology", and establish an agile feedback mechanism to continuously optimize strategies to avoid the trap of cultural generalization and short-termism.

Discussion

1. Discussion on cross-cultural product strategy discussion

TN's cross-cultural product strategy has significant similarities with the practical experience of most multinational brands (such as Coca-Cola and McDonald's), both of which take cultural adaptation as the core and realize market penetration through localized product innovation and brand value balance. However, the uniqueness of TN lies in that it retains traditional Thai elements and deeply integrates Chinese cultural symbols, while some brands (such as Starbucks) prefer to one-way cultural output or highly localized (such as KFC launched Chinese breakfast) (Qi, 2019). In addition, TN's focus on functional health products (such as low-salt seaweed) echoes the global health consumption trend, but there is still room for improvement in the refined operation of its cultural symbols compared to Japanese

brands such as Muji. The research proves that a successful cross-cultural strategy requires both "cultural depth + agile iteration", and the TN case provides a replicable framework for "tradition and innovation symbiosis" for emerging market brands (Shi & Li, 2024).

2. Discussion on the cross-cultural price strategy

In developing its cross-cultural pricing strategy, TN first conducted market research and economic analysis to identify the purchasing power of consumers in different regions and consider production costs, currency fluctuations and tariffs to ensure profitability (Li, 2023). Through the multi-level product line strategy and the flexible price strategy, the company strikes a balance between high-end brand positioning and price sensitivity (Lu, 2020). In addition, TN emphasizes localized brand communication and promotional activities to adapt to the cultural background and consumption habits of Chinese consumers. Currently, cross-cultural pricing strategies are becoming more local and flexible, with TN adopting dynamic pricing and data-driven decision-making methods while focusing on consumer social responsibility and environmental awareness to enhance brand reputation.

3. Discussion on the cross-cultural place strategy

TN's cross-cultural channel strategy emphasizes stratified market penetration and local collaboration, but its uniqueness lies in the gradient expansion driven by cultural adaptation (Liu, 2023). Compared with some foreign brands that optimize the all-channel coverage through technology integration, TN takes similar geographical and cultural areas as a springboard, gradually sinks to lower-line cities, and cooperates with regional dealers through price adjustment. This model is more close to the cultural sensitive needs of the consumer goods market. TN company strengthens terminal access through the complementary mode of "online convenience + offline real-time", but the shortage of insufficient coverage of small convenience stores is similar to the limitations of users' single organization channel in the low-end market (Ma, 2021).

4. Discussion on intercultural promotion strategies

TN's cross-cultural promotion strategy is highly compatible with existing research, which both emphasize the integration of cultural adaptation content and multiple platforms, but its innovation lies in the "deep nesting of two-way cultural symbols" (Qiu, 2024). Compared with Starbucks 'one-way export of western festival marketing (such as Christmas Red Cup), TN realizes two-way cultural empowerment through Spring Festival limited edition nori (combining Chinese red and Thai technology), which is similar to Coca-Cola's "global brand + local narrative" (such as Spring Festival advertising). However, TN's emphasis on health functional promotion (such as low salt seaweed combined with holiday gift box) is different from the

emotional orientation of traditional FMCG products (such as the nostalgic marketing of Oreo), and is closer to the emerging health consumption trend (Ren, 2020).

Recommendation

1. Cross-cultural product strategy recommendations

In order to help TN company better adapt to the Chinese market, the company recommends that the company take a series of targeted improvement measures. First of all, TN company needs to conduct a more detailed market segmentation of Chinese consumer groups, and identify the specific needs and consumption behavior patterns of different groups. This includes not only the traditional segmentation criteria such as age, gender and income level, but also goes deep into the consumers' lifestyle, values and attitudes towards the brand. Second, the company should strengthen its integration with Chinese cultural elements, not only in product design and advertising, but also in every detail of the brand story and marketing campaign. In addition, TN companies should also consider working with local opinion leaders and social media influencers to use their influence to spread brand information, while ensuring that this information accurately reflects the cultural identity and values of Chinese consumers. In the application of cultural symbols, TN company needs to strengthen the cooperation with professional cultural consultants to ensure that every detail is in line with the Chinese cultural context. With these meticulous improvements, TN can not only avoid cultural conflicts, but also stand out in the highly competitive Chinese market and win over consumers.

2. Cross-cultural price strategy recommendations

TN's development in the Chinese market requires a more refined pricing strategy. In view of the high acceptance of TN company's products in the high-end market in first-tier cities, the company should continue to consolidate and expand such markets. However, in second-and third-tier cities, sales growth was not as significant as expected, despite high expectations for low-price strategies. To this end, TN needs to strengthen market research, send professional teams to the second and third-tier cities to understand the real needs and purchasing habits of local consumers, adjust the product portfolio and pricing strategy accordingly, and launch more low-cost practical products in line with the local consumption level. At the same time, the company should optimize long-term pricing and promotion strategies, establish a continuous data analysis mechanism, track market trends and consumer preferences in real time, so as to more accurately predict future market trends and adjust pricing strategies. In addition, TN also needs to enhance price transparency and brand trust, ensure the clarity and consistency of price information, timely respond to consumers' doubts

and doubts about price information, and enhance its brand image and reputation through high-quality after-sales service and regular promotional activities. These measures will help TN to achieve more robust growth in the Chinese market.

3. Cross-cultural place strategy recommendations

TN company is committed to strengthening and refining the channel network construction in the third-tier and fourth-tier cities, and increasing the market penetration rate by optimizing and expanding the channel network. It is recommended that TN establish close partnerships with local distributors and retailers, leverage deep understanding and resources of local markets to achieve efficient coverage, and select partners with marketing experience and channel resources to support further development in these markets. At the same time, TN company should optimize supply chain management, ensure the precise connection between product supply and market demand, improve logistics efficiency, reduce distribution costs, increase the point of sale and expand distribution channels, and improve the market visibility of the brand. In terms of brand communication, TN should conduct in-depth localized marketing strategy, adjust advertising content to get close to local consumers, use local media and social platforms to increase brand exposure, and organize localized activities to deepen the emotional connection between the brand and consumers. In addition, TN company also need to improve the mechanism of continuous monitoring and optimization location strategy, regularly evaluation channel performance, flexible adjustment strategy, to ensure the effectiveness of the channel and market coverage, and through the establishment of smooth feedback mechanism, widely collect channel partners and consumers, to promote strategic innovation and upgrade, to ensure to maintain the leading position in the fierce market competition.

4. Cross-cultural promotion strategy recommendations

TN Company It is necessary to optimize the promotion information dissemination path, establish an efficient and professional promotion management team, with rich marketing experience and keen market insight, to ensure that the information is accurate and fast transmitted to target consumers. The introduction of advanced automatic notification system, the use of big data and artificial intelligence technology, automatically push personalized promotional information, improve the efficiency and accuracy of information dissemination, reduce the loss of sales opportunities. At the same time, TN needs to improve consumer feedback processing, shorten the response time on social media, establish a dedicated customer service team, monitor comments and private messages on social media platforms around the clock, and ensure that consumer needs and questions are responded to in a timely manner. Establish a comprehensive feedback processing mechanism, classify and sort

out consumer opinions and suggestions, and timely feedback to relevant departments for improvement. In order to improve customer satisfaction and brand loyalty, TN company should focus on improving problem solving efficiency, regular training customer service team, optimize the problem solving process, establish a comprehensive consumer feedback database, through the collection and analysis of feedback data, accurately identify service bottlenecks and problems, and take targeted improvement measures to optimize the design and execution of promotional activities, more accurately meet consumer demand and expectations.

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