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## **STRATEGIC BRAND MANAGEMENT FOR SMALL ENTERPRISE: A CASE STUDY ON SMALL RESTAURANT IN LAMPANG, THAILAND**

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### **ABSTRACT**

This paper aims to study strategic brand management in small restaurant in Lampang, Thailand. On qualitative research method with grounded theory, data was accumulated by the in-depth interview with a structured interview glide form 30 entrepreneurs who are running a small restaurant in Lampang more than 5 years. The fundamental of data triangulation was tested to confirm its reliability. The result can be formulating the strategy under the CIEB model which consisted of 4 strategies as follows: C: creation – a business environment context analysis and creating the vision, mission, identity and planning of brand orientation; I: implementation – following as plan and controlling the brand performance; E: evaluation – evaluation of the success and failure of the plan and suggestion for brand management improving; B: balancing – recovering and developing the basis of the brand management plan improving. These findings will contribute to small enterprise and small restaurant in Thailand agencies for strategic brand management operation.

**Keywords:** Brand Management, Strategy, Small Business, Small Restaurant

### **INTRODUCTION**

Strategic brand management is an access to create improvement whereas it is accessory and process as a core distance of an organization (Mitchell, Hutchinson and Quinn, 2013). Strategic brand management has worth of conducting system which involves firm with devoted workman. Brand management has a role in increasing the capability of brand development process, brand identity operating and employee maintained (Ahonen, 2008).

Small and medium enterprises (SMEs) are the major point in the growth economic expansion in Thailand. But most of Thai SMEs are operating firm in complicated and high market conquest environment as intimidations of SMEs intellect for getting their own firm exploit (Mensah and

Issau, 2010). Lampang is the one large city in northern Thailand where has been promoted for new travelling city by ministry of tourism and sports Thailand in 2015. With the combined growth in the number of travellers in Lampang is increasing averaged 3.79% between 2014 and 2015, with grew average food and drinking expenses of 6.20 % (Ministry of tourism and sports Thailand, 2016). More than 100 restaurants are mainly small restaurants (Lampang restaurant association, 2015). There are many opportunities of entrepreneurs to contribute to their profession with market. However, there is often a collision between the notions of strategic brand management in large firm and small firm, since they beware of having different context and business model to describe very dissimilar business environment. Thereby, this is a big gab of strategic brand management wisdom which adopts in small business as small restaurants in Lampang, Thailand.

Therefore, the researcher is interested in studying strategic brand management in small restaurants in Lampang, Thailand, specifically in the small context enterprise. The result of this research will direct entrepreneurs of small restaurant and small enterprise, especially in Thailand, to create the thought of strategic brand management and use it as a tool for structuring their operation in the future.

## **LITERATURE REVIEW**

Strategic brand management was the assignment of formation, removing and brand protecting by procedure of inside and outside company , a set of value and belief, brand identity, strategic planning cooperation that is including reputation brof and image and rejoining to stakeholder's satisfaction (Bick, Jacoben and Abrott, 2003; Mukherjee and Balmer, 2008; Alizaden et al., 2014).

Keller (2008) shared his viewpoint that strategic brand management was designed system and evoked it handling in operation by marketing program with building, measuring and managing brand equity. There are a summarize of organization's performance, both branding and strategic brand management specify that brand is strategy which has an outstanding role in firm including conduct that offers precedence to attentive people inside and outside organization which made business running to be able to help in long term competitive advantages in the market.

In summary, although strategic brand management process consists of the consideration of organization context, branding activities setting , design and complied strategic brand, strategic branding implementation, strategic brand management evaluation, extend and continuity for brand management. (Knox and Bickerton, 2003; Schultz and Hatch, 2003; Tybout and Calking, 2005). Therefore, strategic brand management is platform of developing and maintaining brand of the business which involved with stockholder.

## **METHODOLOGY**

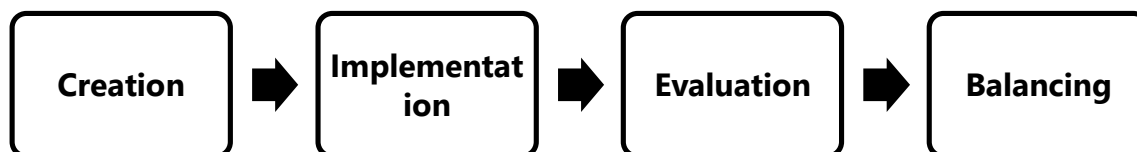
This research started from the detection of the literature review that few researches have been preceded on the nature of small business context, particularly in Thailand. Therefore, this research applied a grounded theory in order to invent the phenomenon of strategic brand management in small enterprise in Thailand because the grounded theory can impart a deeper understanding of phenomenon of strategic brand management than would be gained from immaculately quantitative data (Silverman, 2000).

In terms of data collection, purposive sampling was used to explore participations who were entrepreneurs of small restaurant in Lampang with business running more than 5 years. During the in-depth interview process, an mp3-recorder was used, matter to the acceptance of the interviewees. The research constructed the research instruments which as structured interview glide.

The data analysis originated after the data from the first interview were paraphrased. This method capacitated the researcher to realize more profoundly the integration data (Creswell, 2007). The data was firstly decomposed as open coding and then the researcher checks the data with triangulation as correlating and readjusting codes for emerging sections. The next process was to make evident relationships between sections in order to learn the phenomenon of strategic brand management in small enterprise as small restaurant in Thailand. Lastly, these sections were edited for the discussion of discovery and made the structure for showing speculation.

## **RESEARCH FINDING**

“How is strategic brand management developed in small enterprise as small restaurant in Thailand?” to answer this question, the researcher has announced the findings sections of groundwork for creating strategic brand management, the speculation idea and the keeping process were for enlarging the process of creating strategic brand management, as clarified in Figure 1.



**Figure 1: CIEB model for small restaurant in Lampang, Thailand**

The details of CIEB have connected and explained an increased column that describes the outcome of each element. It was the inspection for everyone who is concerned in building their strategic brand management in a small organization and is presented in Table 1.

**Table 1: The components of CIEB model for small restaurant in Lampung, Thailand**

<b>Components Model</b>	<b>Task</b>	<b>Activities of strategic brand management</b>	<b>Outcome</b>
<b>C: Creation</b>	<ul style="list-style-type: none"> <li>• Analysis</li> <li>• Possibility studies</li> <li>• Brainstorming</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze internal and external business environment</li> <li>• Determine the position of competition.</li> <li>• Check-up the past strategy</li> <li>• Select the core value.</li> <li>• Build vision, mission and objective</li> <li>• Create brand element and brand identity</li> <li>• Design participation for stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Brand policy</li> <li>• Brand elements and brand identity</li> <li>• Willingness ' brand management system</li> <li>• Stakeholders recognition</li> </ul>
<b>I: Implementation</b>	<ul style="list-style-type: none"> <li>• Pilot test</li> <li>• Training</li> <li>• Adding new skill</li> <li>• Supported building</li> </ul>	<ul style="list-style-type: none"> <li>• Test brand management system</li> <li>• Inform and motivate</li> <li>• Train program</li> <li>• Run brand management system</li> </ul>	<ul style="list-style-type: none"> <li>• Guarantee</li> <li>• Accepting</li> <li>• Understanding</li> <li>•</li> </ul>
<b>E: Evaluation</b>	<ul style="list-style-type: none"> <li>• Collecting</li> <li>• Discussion</li> <li>• Assignment</li> </ul>	<ul style="list-style-type: none"> <li>• Amass the success and failure</li> <li>• Debate the success and failure</li> <li>• Evaluate the success and failure</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge proportion</li> <li>•</li> <li>• Remodeling</li> <li>• Revise brand management plan</li> </ul>
<b>B: Balancing</b>	<ul style="list-style-type: none"> <li>• Modify</li> <li>• Proposals for transition</li> <li>• New makeup</li> <li>• Reward</li> </ul>	<ul style="list-style-type: none"> <li>• Share the success record</li> <li>• Reward to stakeholder</li> <li>• Conduct the Revise brand management plan</li> </ul>	<ul style="list-style-type: none"> <li>• brand management model</li> </ul>

	<ul style="list-style-type: none"> <li>recovering and developing</li> </ul>	<ul style="list-style-type: none"> <li>Enclosed the firm inculcation</li> </ul>	
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*Source: generated by the researcher*

On above of Figure 1 and Table 1 describes the sections' interactions, opening with the dimension of creation (C) which includes analyze internal and external business environment, determine the position of competition, check-up the past strategy, select the core value, build vision, mission and objective, create brand element and brand identity and design participation for stakeholder. Then, it convinces the dimension of implementation (I) which refers to the movement of pilot test, training, adding new skill and supported team building. It includes the testing brand management system, informing and motivating, makes the training program and runs brand management system. Whether, the dimension of implementation is moderately followed in the element of evaluation (E). This dimension refers to amass the success and failure, debate the success and failure and evaluate the success and failure. For last dimension is balancing (B) which includes sharing the success record, rewards to stakeholder, conducts the revise brand management plan and enclosed the firm inculcation. Also, every dimensions of strategic brand management seeks a well-managed disposal, in order to reduce the incumbrance that may rise. It effects in the CIEB strategic brand management in small enterprise as small restaurant which then related the inside and outside participations.

**CONCLUSION**

The CIEB model for strategic brand management in small restaurant presented the connection of the strategic brand management area. It shown that the entrepreneur in a small firm who can be running strategic brand management with stakeholder. Therefore, the CIEB model perform an important mission on avail of firm to create brand management plan in order to develop brand sustainable for growing in the future. The elements of CIEB as creation, implementation, evaluation and balancing, raised is one of the small business strategy in which it make a competitive advantage in the high complicated market.

**IMPLEMENTATION**

This research finding may help guide the small enterprise who are interested in CIEB model application as business strategy driving. This is because from the submitted CIEB model indicated the analysis dimension of connecting the business strategy into operates. Moreover, the revelation of the concept of CIEB model proves the root and incident that entrepreneur perceives and delivers the strategic brand management, whether it is success and failure. Therefore, the entrepreneur can use the CIEB model as guideline for designing business and the strategic brand

management process of small enterprise to be coordinate to the firm's core value and its practical background and business environment.

### **RECOMMENDATION FOR FUTURE RESEARCH**

Future research related to this topic has vast potential. The options to enhance the richness of this research as follow: Firstly, a quantitative research should be confirmed for the presented conception of CIEB model, so as to endorse the theoretical conceptualization that was recommended. Secondly, the future research should be explored the CIEB model, as well as to create it in other small business sectors in Thailand. These will construct and help small enterprise to grow into recognize of the need to maintain their brand and their business, as it contributes the firm in the next stage.

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