

ERIA Research Project Report 2024, No. 7b

Research on Branding Strategy in Cambodia: Phase 2

By

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Chapter 1

Introduction

1. Background and Objectives

Due to the revitalisation of global distribution and the diversification of consumer tastes, goods and services are flooding the market, and consumers tend to lead more modernised lifestyles. Consumers in Cambodia, specifically, with the majority of the population being a younger generation, are inclined to utilise branded products and services as their economic status improves. With a young population and high smartphone penetration, Cambodia has an agile consumer market to enable a significant digital economy of technology-enabled products and services (Startup Kingdom, 2019: 1). This situation clearly necessitates a branding strategy that utilises intellectual property (IP) such as trademarks and designs to distinguish excellent products and services from others and appropriately connect them to investment and industrial development.

Digital technology is playing an increasingly important role in maximising productivity, promoting economic diversification, and creating jobs to further foster social progress and development in Cambodia. During and after the course of the Covid-19 pandemic, technology has drastically altered consumer behaviours, transformed business models, created unprecedented markets, and ultimately transformed the way we live through emerging tech-businesses, including e-commerce and customer-to-customer business. Notably, in the context of the Covid-19 pandemic, financial technology (fintech) in Cambodia has also seen significant development through the rapid surge in mobile connections; relatively higher shares of mobile money accounts, online purchases, and digital payments; and changing attitudes towards digital payment (National Bank of Cambodia, 2021: 16). Under such circumstances, the number of cases requiring branding utilising IP in all sectors will increase, and understanding the status and issues of branding strategies in companies and disseminating successful examples of branding will greatly contribute to future economic growth in anticipation of digital transformation. Further, as the current market is strongly competitive, entrepreneurs are required to not only be creative in developing goods, products, and services but also be equipped with knowledge in product branding so as to make their products easily recognisable by consumers and highly reputable, thus expanding their market size. We are in the

generation of electronic commerce and, therefore, having appropriate marks for products and developing branding strategies are essential elements when entering the market.

Whilst branding and branding strategy are becoming pivotal in the Cambodian market, this Branding Research Project was undertaken to (1) raise awareness of branding in Cambodia, as well as to promote the revitalisation of local industries through the utilisation of IP, such as branding, in anticipation of digital transformation in the post-pandemic future; and (2) to contribute to the promotion of branding for the Association of Southeast Asian Nations (ASEAN) as a whole by disseminating the knowledge gained to other ASEAN countries.

Specifically, in this Phase 2, the aim is to provide an overview of the actual situation of how branding contributes to the success of each business by conducting research on branding strategy with IP like marks, trademarks, and geographical indications (GI) in the Kingdom of Cambodia, interviewing 20–30 companies/organisations that have developed their own branding strategies, and making an in-depth analysis from a branding perspective of the targeted companies.

2. Outline of the Survey

To achieve the objectives, this project firstly conducts an overview of the company profiles and registered trademarks or geographical indications of each targeted company through the survey and collection of information from primary and secondary sources, such as the homepage of each company and IP databases in Cambodia.

Secondly, to understand the status and issues of branding strategies amongst companies and disseminate successful examples of branding for future economic growth, interviews on the actual utilisation of branding in selected enterprises were also conducted as case studies to provide a comprehensive understanding of the branding strategies therein. The interviews focused on the following criteria in relation to the branding strategies of each company/organisation.

- 1) History of brand establishment
- 2) Branding concept
- 3) Marketing aims
- 4) Method of branding
- 5) Effectiveness of branding

Given the wide cross-section of products and services that fall under branding research, the timeline for this work, and the fast changes amongst targeted industries, the scope of this project does not account for all the detailed specific activities with respect to branding. The consumer aspects were also not included.

Chapter 2

Case Studies in Phase I

Table 2.1. Summary of Branding in Phase I

Type	No.	Company Name	Area	Product/ Service	Page No.	Summary
NBC	1	Bakong	Phnom Penh	Backbone payment system	8	Technology solution for Cambodia's payment system
Cambodian Rice Federation	2	Malys Angkor	Phnom Penh	Rice	10	Cambodian quality aromatic rice
Medium	3	MeetDoctor	Phnom Penh	Health service	13	Convenient access to quality healthcare
Medium	4	Agribuddy Limited	Siem Reap	One-stop solution for farmers	18	Building trust with locals is the best method of branding

Source: Author.

Table 2.2. Summary of Branding in Phase I

No.	Company Name	Branding Method								Effectiveness of Branding					Brand Protection		
		Service branding	Offline branding	Co-branding	Online branding	Geographical branding	Personal branding	Corporate branding	Product branding	Clarification of business culture and loyal employees	Clarification of direction of business	Brand expansion	Securing of high loyalty	Securing of price advantage	Registration of trademark	Registration of design	Registration of geographical indication
1	Bakong	●			●			●			●	●					
2	Malys Angkor		●			●		●				●	●	●			
3	MeetDoctor	●	●		●		●	●		●	●	●					
4	Agribuddy Limited	●						●	●	●		●		●			

Source: Author.

1. National Bank of Cambodia (Bakong)

History of Brand Establishment

The National Bank of Cambodia (NBC) saw that the money transfer and payment system in Cambodia was somehow fragmented. As technology drastically advanced, NBC took the opportunity and initiated Bakong, based on blockchain technology, to solve the fragmentation in the country's payment system. Bakong is a backbone system that connects all banks, micro-finance institutions, and payment service providers in a centralised and unified platform to offer convenient and fast fund transfers and payment services in Cambodia. Bakong also appears as a mobile application, an extended function that offers payment services for any banks or financial institutions that do not have their own mobile applications. This provides an extended person-to-person (P2P) feature, which allows for end users to perform real-time retail fund transfers using an all-in-one mobile payment and banking application.

NBC's management body has always valued and preserved the heritage of the prestigious ancient temples of Cambodia, and therefore named the system after the prominent Khmer temple, 'Bakong'. Bakong's logo is also based on the structure of the Bakong Temple.

Branding Concept

As Bakong was developed to address the issues of interconnectivity and interoperability amongst all banks and payment services providers with its efficient and secure payment system and advantageous objectives, all relevant financial institutions are happy to connect to the system. The adoption of Bakong will allow the public to enjoy value-added benefits at reduced costs, as it enables real-time fund transfers and instant payment transactions across different payment service providers using QR codes.

Figure 2.1. Logo of Bakong



Bakong is a technology platform and solution for Cambodia's payment system that facilitates the connection of financial institutions with each other. Beyond local connectivity, Bakong has also expanded its connectivity to other countries, and the aim of NBC is to connect with as many countries as possible. NBC has engaged in cooperation with Thailand and the Lao People's Democratic Republic's payment systems, and Bakong is in use in these two countries.

Bakong's key success is in its ecosystem of payment systems and enhanced security with lower cost and greater speed (real-time money transfer). Bakong is a backbone operating payment system that can be used as a wallet-based electronic currency through a mobile application. It eliminates the need for non-digitised banks and payment service institutions to develop their own mobile applications and allows those with existing mobile applications to easily integrate with Bakong.

NBC's vision is to promote financial inclusion and local currency and reduce real cash payments to enable people in remote areas to use payment services conveniently and effectively.

Marketing Aims

As the NBC is a central bank and the core purpose of Bakong's development is to provide solutions for Cambodia's payment system, Bakong is effectively connected with many banks and financial institutions via its infrastructure modernisation, and it responds to the real demands that already exist for the wider use of electronic means of payment by extending access to financial services to people in the rural areas of Cambodia.

NBC has continued to expand Bakong's services in other countries from a connectivity perspective rather than use system replication. The purpose is to allow Cambodians to be able to make payments conveniently without cash.

NBC's future plan is to continue developing and improving Bakong based on feedback and suggested features from all relevant banks and users. NBC has received comments regarding developing and updating features of the Bakong application from various banks and users through Facebook, Telegram, its website, etc. After receiving suggestions, the top management team considers and decides whether to incorporate them. They update functions so that they are useful and convenient for users. Further, NBC also plans to create a 'Bakong Card' for people traveling abroad.

NBC cooperated with Soramitsu, a technology company that offers a blockchain framework, and built the Bakong system on top of that blockchain. Users can transfer

money in a quick and convenient way by scanning a QR code in case of an emergency, and the recipient can receive money without having to wait.

NBC noted that they are not sure whether they have a marketing strategy or not because they are a central bank, but would keep striving for Bakong's improvement.

Effectiveness of Branding

Recently, NBC signed a memorandum of understanding (MoU) with Ant International as a partner to integrate Alipay+ with Cambodia's national QR code (KHQR) at the Cambodia Payments Singapore Fintech Festival 2023. This connection will enable users of Alipay+ payment partners to easily make payments at any KHQR merchants across Cambodia and vice versa. Further, under this partnership, users of Alipay+ payment partners can simply use their home e-wallets to pay at any KHQR merchant in Cambodia, eliminating the need for currency exchange or physical cash transactions.

This MoU marks another milestone in cross-border payments. Cambodia has become a popular destination for Chinese and international tourists in recent years, and for the economy, cross-border QR payments can make a big difference in a digital way and offer more convenience. This simplicity of making payments provides merchants with a boost in revenue, helping to stimulate economic activity. 'I'm confident this collaboration with Alipay+ will be beneficial for all parties and I would like to extend my wishes of continued success for all stakeholders as we embark on this journey of cooperation and achievement', Dr. Chea Serey, Governor of the NBC, said about this celebration.¹

This shows that Bakong has had another successful story and moved a step forward towards expanding its connection and branding on the international stage.

2. Cambodia Rice Federation (Malys Angkor)

2.1. History of Brand Establishment

The Cambodia Rice Federation (CRF), the Ministry of Commerce (MOC) and the Ministry of Agriculture Forestry and Fisheries (MAFF) launched in their 6th Rice Forum on 22 January 2018 a new unified rice label to the public, the 'Malys Angkor' rice brand, a new certification mark that encompasses a range of Cambodian fragrant rice varieties. Malys

¹ https://fintechnews.sg/80368/singapore-fintech-festival-2023/alipay-now-integrated-with-cambodias-national-qr-code-khqr/?fbclid=IwAR1F_fDvZbFilyNWg_fTFzmttVeXeDRcuUak_TihahdJfrZ9r7SABdNVUEw (accessed 1 December 2023).

Angkor is a mark that is different from other marks and brands and is supported on the national and international stages in Europe and many other countries. However, having only the Malys Angkor mark is not enough for Cambodia's rice brand, which aspires to have other alternative quality fragrant rice brands to provide choices for importers and consumers; therefore, Sen Kra-ob rice and Damneob Sbai Mongkul were also introduced.

The CRF created the Malys Angkor mark to boost the reputation and demand for Cambodian rice abroad, ensuring that the product meets high-quality standards and is produced in certain areas of the country. This means that rice can be exported under the mark of Malys Angkor as long as it is recognised as quality rice by the CRF according to its standards. When creating the Malys Angkor brand, the CRF first hired a team of experts in the United States to study the market in relation to branding and come up with a name for the brand that is attractive and easy to remember and notice. Malys Angkor originally came from the words Angkar Malys (Jasmine rice) pronounced in the Khmer language, because in the Khmer dialect, the word 'Angkor' (Angkor Wat Temple) and Angkar (rice) are similar. To overseas countries, Angkor is well known because of the famous Angkor Wat Temple in Cambodia, which is why the CRF decided to name this brand Malys Angkor.

2.2. Branding Concept

Since 2018, the CRF has been organising promotion through exhibitions on both the national and international stages, and more recently, the CRF has been carrying out many activities to promote the quality of Cambodian rice in China. The CRF works to promote and protect the long-term quality of rice and the reputation and sustainability of the Cambodian rice supply so that companies in the rice sector may one day become the top rice suppliers in international markets.

Figure 2.2. Logo of Malys Angkor



The logo of Malys Angkor is designed to represent the Angkor Wat Temple in Cambodia, a world heritage site. There are also golden fields, since in Cambodia rice is considered to be white gold, and the image of a woman holding the rice because women are highly valued, and in the rice sector in Cambodia women play a major role. The Malys Angkor brand has been officially registered with the Ministry of Commerce, World Intellectual Property Organization (WIPO), and 100 other individual countries as the certification mark of Cambodian premium aromatic rice produced and processed in Cambodia from the varieties of phka romduol, phka romdeng, and phka romeat. Malys Angkor's main characteristics are the guaranteed quality of the rice, great aroma, and luxurious taste.

2.3. Marketing Aims

The target customers of Malys Angkor are those who like fragrant rice and those whose rice is the main ingredient in their diet. The CRF advertises Malys Angkor to its partners, rice mills, and rice suppliers that already have their own target customers and whom CRF met at major events of the rice sector, and those who want to join the CRF the rice must be high quality. Samples are inspected by the CRF, and when the quality of the rice is in accordance with its standards, the CRF will issue a certificate that can then be used under the Malys Angkor brand.

Nevertheless, Malys Angkor is not yet targeting the local market, although the brand also plans to focus on the local market when there is sufficient funding. To propel the brand into the international market, the quality of rice must not fluctuate. When customers see the Malys Angkor brand, they recognise it as 'the fragrant rice', which means trust has been built amongst customers, and the quality of the rice will gradually evolve to being considered premium. As Cambodian rice becomes premium, Cambodia's rice sector will grow and be able to compete with neighbouring countries, and manufacturers will also make more profit. Consequently, the process line must be upgraded to ensure that the rice is fragrant and that all grains are of an identical shape, with the same quality and variety.

2.4. Method of Branding

The CRF has used (i) offline marketing, (ii) personal branding, and (iii) product branding. It regularly advertises its work directly to the public through major events such as food fairs, overseas exhibitions, as well as stakeholder meetings, such as with local suppliers that have existing target customers abroad, as well as meeting with foreign companies to discuss work on the Cambodian rice sector, especially on rice exports to foreign markets.

At the same time, the CRF is also supported in disseminating the results of its work on the World's Best Rice Award to the local public so as to make the benefits and luxury of Cambodian rice more recognisable. These are just the first steps and small activities that CRF can do at this point. Once there is enough funding to promote Malys Angkor as well as other Cambodian rice, the CRF will launch big events to expand the market for Malys Angkor.

Although the CRF does not yet have a strong method and good enough approach for Malys Angkor, it is still striving to market to the best of its ability, especially by focusing on ensuring the quality of Malys Angkor rice is stable by making sure each grain is identical and passes through a physical and DNA test.

2.5. Effectiveness of Branding

The CRF acknowledges that it has not yet been successful in the rice sector and that the activities it has been doing are only a first step in making the quality of Cambodian rice more recognisable. That is why the CRF is pushing for Malys Angkor rice to be of high quality and still monitors the quality of the rice that all companies export, ensuring that those companies cannot change the quality of their rice to make more profit. If there are ever any complaints from customers about the rice's quality, CRF will promptly take action.

2.6. Recommendations

It is apparent that the brand Malys Angkor has already demonstrated its rice is high quality, but its marketing still has limitations. Thus, the CRF should consider other ways to promote this brand more widely, such as online marketing (digital marketing), which can be low cost and highly efficient. Leveraging digital platforms is the best way to connect with the target audience and customers, e.g. through improving the visibility of its website and Facebook pages, online ads, compelling content, and targeted social media campaigns, potentially inviting content creators to these campaigns. In these social media campaigns, there should be appealing images of rice dishes and engagement with local and international influencers in the food sector to feature recipes and promote Cambodian rice.

In addition, besides the MOC and MAFF, the CRF should also cooperate with the Ministry of Tourism to enhance and encourage local restaurants, especially in major tourist destinations, such as Siem Reap, Sihanoukville, Battambang, etc., to include Cambodian fragrant rice in their menus for foreign tourists to recognise and taste Cambodian

fragrant rice.

3. MeetDoctor Co., Ltd.

3.1. History of Brand Establishment

MeetDoctor established its brand in 2018 with a basic look and no specific aim or goal. The brand was designed solely to distinguish groups of doctors who assist people. At the time, the team that maintained the brand consisted of only four Cambodians, three of whom were doctors and one of whom had information technology (IT) expertise.

At first, MeetDoctor had the brand name Khmer Health. However, the term was too general and fell short of the company's vision as concentrating only on Cambodians would not have enabled expansion of a positive image to the world. They decided to change the name to MeetDoctor to more effectively capture the essence of the company's mission to connect patients with healthcare professionals in a convenient and accessible manner.

In 2021, they started to redo the brand. The rebranding process aimed to create a more modern and professional image for MeetDoctor. They started to develop a visually appealing logo and choose a colour scheme that resonated with their target patients. Additionally, they conducted market research to ensure that the new branding accurately reflected their vision.

MeetDoctor built their brand by participating in numerous events, such as the University of Puthisastra's programme, Smart Spark, and UNDP's Blue Economy initiatives. Through these programmes, MeetDoctor gained valuable knowledge and skills that helped them establish their brand. They utilised their expertise in healthcare and IT to develop innovative solutions for the medical industry whilst also leveraging their understanding of social media and marketing to effectively promote their services. As a result, they were able to successfully build a strong brand presence in Cambodia.

Currently, the company only has one brand, which is MeetDoctor. MeetDoctor is a healthcare solution for patients that is divided into two categories, online consulting and physical consulting.

Additionally, MeetDoctor focuses on both online and physical consulting and aims to cater to the diverse needs of patients seeking healthcare solutions. By maintaining a high level of professionalism, the brand strives to instil confidence and reliability in its services, ensuring that patients receive trustworthy care.

The company believes that by using the name MeetDoctor, it can convey the idea of connecting individuals with healthcare professionals efficiently and effectively. This name encapsulates the company's commitment to improving access to quality healthcare and fostering a positive doctor-to-patient relationship at the right time.

3.2. Branding Concept

MeetDoctor aims to differentiate itself in the competitive healthcare industry. Additionally, it focuses on qualified doctors, and adherence to international standards ensures that patients receive high-quality healthcare services that they can rely on.

The company is actively exploring innovative strategies and seeking expert advice to ensure the long-term success of the brand. They are open to embracing new technologies and market research to identify potential areas for improvement and new avenues for growth. Further, it aims to instil confidence in the local population and encourage them to seek medical treatment within their own country. The company believes that by offering convenient and high-quality healthcare options, they can help shift the perception of Cambodians towards their domestic health system, ultimately improving trust and utilisation rates.

Figure 2.3: Logo of MeetDoctor



MeetDoctor began to introduce their brand to a group of medical professionals and students before expanding to the public. The positive feedback and satisfaction from students and doctors helped MeetDoctor establish a strong reputation in the healthcare industry. With this initial success, they were able to expand their services and reach a wider range of customers. Unfortunately, MeetDoctor was unable to showcase their services using the approach due to the rapid and widespread nature of the epidemic. However, they explored alternative methods to reach out and provide their services to

those in need during this challenging time. However, when the pandemic hit in 2020, they began advertising the service on Telegram, and surprisingly, increasing membership allowed MeetDoctor to effectively connect with a larger number of people and provide their services remotely. Additionally, the use of Telegram provided a convenient platform for users to access medical advice and consultations from the comfort of their own homes, ensuring their safety during the pandemic. Since then, the business has begun to collect payments online for consulting services.

The logo, personal credit, social media, and partner doctors are all brand elements. People can tell MeetDoctor has an MD logo by looking at the brand identifiers. The whole logo is made up of blue and yellow, with a cross symbol in the MD logo, where the blue symbolises its healthcare experts, the yellow represents faith, happiness, and wellness, and the cross symbol itself represents the health sector. Furthermore, the term 'MD' is a simple way to refer to and recall MeetDoctor.

MeetDoctor is a company that uses digital technology to deliver healthcare services. In other words, this brand falls under the online branding category. The brand's purpose is to grab the public's attention to make its online platform friendlier. Although the medical treatment sector is where individuals who have health issues go, MeetDoctor strives to make it a more comfortable place for patients to go and have trust in. For example, the cross sign has been rendered yellow rather than red. The firm argues that a red hue signifies emergency care or blood, which could make a medical facility appear frightening. This is also why the company made the cross symbol yellow.

The uniqueness of MeetDoctor lies in its innovation. It concentrates on the most up-to-date services for patients in both the healthcare and technology sectors. For example, they may use social media or the internet to share health information or create an educational (advisory) film relating to health knowledge rather than doing a seminar.

3.3. Marketing Aims

In the beginning, all types of customers were the target customers of MeetDoctor. MeetDoctor did not classify the types of customers and wished to provide consultation and healthcare services to all general customers. Now, MeetDoctor has started to classify types of target customers to provide a good service. There are two types of target customers that are focused on in terms of who has general health issues and who wishes to have a health check. Currently, MeetDoctor targets customers who live in Phnom Penh aged from 20 years old to 60 years old. The target customers are a group of people who

can use smartphones through an application (app), and are mostly staff, business owners, and entrepreneurs, etc.

In addition, MeetDoctor is also studying customers' income, whether lower income, medium income, or higher income, to determine the type of customers who should be targeted.

It aims to provide services to customers who have had bad experiences from various hospitals or healthcare service providers by providing a much higher quality of service and convenience to customers who believe that healthcare services in Cambodia are of a lower standard than abroad. Further, MeetDoctor aims to change patients' and customers' mindset and opinions by proving that their excellent and reliable care services can be trusted.

MeetDoctor fosters its connections with customers through several methods such as, digital marketing, social media (TikTok, Telegram, Instagram, Facebook, and YouTube), the MeetDoctor app, and its physical office. An effective way to attract customers is to produce interesting and innovative video content then publish it on social media. TikTok is one of the most attractive ways to earn unexpected viewers compared to other social media platforms. Dr. Buntongyi, the co-founder of MeetDoctor, said that when he published a video on TikTok for the first time, he was surprised that his video content garnered so many viewers in just a short time. He said that initially he did not believe the numbers and thought the number of viewers may have come from TikTok promotion strategies or an artificial boost. He asked people who did something similar by creating video content, and they said their videos did not reach or garner many viewers during the same time period. This made him accept the truth that not everyone is successful on social media.

Currently, MeetDoctor is focusing on people or customers who live in Phnom Penh. There are plans to expand physical offices as family clinics in Khans around the city to provide convenient services to customers as quickly as possible. Further, it may require cooperation from international doctors to meet the challenges of international standards. There currently are no plans to expand into other provinces due to human resource limitations. Cambodia has only around 13,000 doctors. This number is too low to provide healthcare services for the whole country. Around 50% of the doctors in Cambodia provide services based in Phnom Penh, and the other 50% provide healthcare services to people in other provinces. This issue prevents the expansion of MeetDoctor's services or brand direction into other provinces. However, MeetDoctor has no plans to change its brand direction.

MeetDoctor is an application that provides consultation services to customers. It is trying to change customer and patient experiences, especially for those who have bad experiences from various healthcare services, by providing improved healthcare and consultation services to customers. MeetDoctor can provide a convenient service by directly sending nurses to a customer's home for those who wish to have health testing at home, especially those who do not have the time to go to a hospital. The nurse will prepare the materials to conduct testing at the customer's home, and they can be notified of the results online later. This is a special and convenient service for customers who want to save time. Moreover, the customer's data will be recorded and stored in the Cloud. The customer can access his or her data anywhere and anytime.

MeetDoctor plans to expand physical offices in every Khan in Phnom Penh to provide services as quickly as possible to the customers and expand its physical offices like convenience stores so people and customers can find, access, and use them quickly when they want.

Currently, there are several competitors who provide similar consultation services via social media without an app like MeetDoctor, but this does not seem to be especially challenging. MeetDoctor is also trying to provide a better choice for customers by building its branding image. The brand image should be one that can earn trust from customers. When customers trust the brand, they will come to use the service repeatedly and sometimes they will help to promote the brand to people they know as well.

MeetDoctor has domestic cooperation with pharmacies, laboratories, and hospitals. In addition, there is international cooperation with a hospital in Thailand. For money transfer, MeetDoctor has cooperated with ABA Bank. Currently, MeetDoctor is seeking to connect with the insurance sector as well. Currently, it has only one branch in Cambodia. Amongst all services, the consultation service in general is the most popular one that customers use.

MeetDoctor provides high-quality services to customers. It believes that it needs to earn trust from customers, then they will come back to use its services again. It does not plan to change its marketing strategies.

The most influential way of promoting its brand in the market has been to publish video content on social media, such as TikTok, Instagram, Telegram, Facebook, and YouTube. Further, MeetDoctor has also conducted workshops at cooperating universities to influence and promote its brand to the public.

3.4. Method of Branding

MeetDoctor has used (i) online marketing, (ii) offline marketing, (iii) personal branding and (iv) co-branding. It has started to introduce its brand to customers through various methods, such as digitally, including health tips (logos, text, taglines, text lines and key messages, and video content through social media), and physical and co-branding (personal branding image, showing the brand or logo at corporate physical offices, workshops, or seminars at cooperating universities, etc.).

MeetDoctor is expanding its brand in a few ways. First is by adding content to its app. MeetDoctor is trying to find and input more content or functions in its app to benefit and be useful to its customer healthcare services. Second, it is trying to gather qualified doctors from amongst various specialists to provide consultation services that are responsive to customers' concerns. Other ways are by expanding its physical offices. People know and notice a brand quickly when they can see it everywhere, especially near their homes.

However, it is not an easy task to keep upgrading the brand reputation in the public's eyes without trust from customers. If it is possible to provide greater consultation services, give high-quality consultation services to customers, and provide them with better solutions that address their issues, it is possible to earn their trust, and customers will help to promote the brand by word of mouth. They will talk about MeetDoctor's good services and reputation and pass the information on to others.

As mentioned above, it is not an easy task to earn trust from customers unless good services are provided. Thus, MeetDoctor believes that customer satisfaction surveys can be very helpful to improve shortfalls in terms of providing services. MeetDoctor asks customers to provide feedback regarding the quality of services that are provided, the appointment schedule for customers, and payment method. In case there are any feedback or complaints from customers, MeetDoctor tries to improve the situation to enhance customer satisfaction.

3.5. Effectiveness of Branding

The company is expecting that their patients will see MeetDoctor as their family doctor or as part of the family health sector, and is hoping that people in Cambodia will be able to access MeetDoctor's services through physical or online methods. Furthermore, MeetDoctor is planning to expand its business to the international stage in the future.

Amongst the many ways MeetDoctor advertises its service to the public, posting health-related TikTok videos seems to have had the most success. The quantity of social media video content views is how MeetDoctor gauges the success of its brand.

MeetDoctor intends to modernise its existing brand by utilising healthcare technologies. An example is a technological ring that can detect people's health as part of the health sector's technology. Even though Cambodian technology is a little behind the rest of other countries, the company anticipates that if the company's financials or sources reach a level that leads to international support, they will seize the opportunity to invent such a technology in another country for Cambodians.

There have been no counterfeit products or services of MeetDoctor at present. However, the company found that there were some people who took the company's video content and uploaded it to their own social media pages without giving any credit to the company. Even so, the company positively believes that this still helps them promote and spread their services and is not a major concern for the company.

Lastly, MeetDoctor has not yet registered its trademark. However, it is proceeding with the required steps to ensure that there is no counterfeiting of trademarks in the near future.

4. Agribuddy Co., Ltd.

4.1. History of Brand Establishment

Agribuddy was founded in 2015 to connect the rural agricultural ecosystem by providing small-scale farmers with access to crop financing whilst assisting them with modern agriculture practices. Agribuddy leverages its technology platform to process data, aggregate market information, and manage supply chain risks (Khmer Times, 2018). The CEO of Agribuddy saw potential in the youth economy of Cambodia, primarily in the agricultural sector, where there was a shortage of infrastructure and development and discovered a feasible solution to improve the rural economy with his experience of operating a 1,000-hectare cassava plantation himself. These experiences led him to establish a brand focusing on the improvement of the rural economy of the country and contributing to a sustainable food supply in the future. To implement this solution, Agribuddy was founded in 2015 and has been a shining star since then. It won the world's best 'founder' Rice Bowl Award in Malaysia in 2020.

Agribuddy connects farmers to resources and networks. Their digital platform is both a mobile application and a web application that farmers use alongside a 'buddy' to store data and order supplies as needed. Agribuddy enables farmers to have access to capital

through bank loans, as well as higher quality farm inputs. Farmers get the necessary inputs to their farming needs as and when required in the value chain. The digital platform understands what farmers need (seeds, pesticides, tractors, etc.) and when they need it, so farmers can focus on farming. This reduces the stress and hassle for the farmers and significantly improves the output in terms of harvest. Buddies are the main sources of data input into the system and are mentors to farmers who are learning to use the digital platform. According to the Grow Asia Digital Directory, buddies enable the connection of suppliers to farmers using the platform and also enable all aspects of transaction payment throughout the lifecycle.

Agribuddy aims to provide a solution to the problem through comprehensive services for agricultural production, helping farmers properly allocate their loans within their resources and technological limitations and access the market. It also supports financial institutions as a facilitator and helps suppliers of agricultural inputs and agricultural service providers to assist processing companies, such as rice millers (Phnom Penh Post, 2019a).

Many farmers do not usually record their agricultural data or economic history. Agribuddy acts as a one-stop solution for all farmer headaches, from capital to inputs and agronomy to crop sales, to get it all covered under one roof. Most farms need to run their businesses for 4–6 months without any income. It is a big investment for often the poorest people, as they are not economically stable and lack the education to sustain their farms during this period. Agribuddy provides farmers with the tools to obtain financial loans, which they can pay back with their harvest, whilst still making a profit. This is bundled with some extra benefits of expert agronomy advice technology and best industry practices, which helps them make quality crops and enhances their yield and income. Agribuddy also collects and transports all farmers' crops, upsells them to multinational partners, pays the farmers' debts and then disperses the profits. Agribuddy has a 'buddy' system that is composed of farmers, and it provides them with tools and training to help and educate others (The Index Project, 2020).

4.2. Branding Concept

As illustrated above, Agribuddy was launched as a brand in 2015. Since then, the company has been practicing its business model to support smallholder farmers' development.

The brand 'Agribuddy' signifies an agricultural buddy with a combination of 'agri' and 'buddy', which, in the latter part, is an essential element of the brand. A buddy is one of the most important elements of the company, referring to the agents who work in each

rural village. The buddy is the central point of contact responsible for connecting with the local people living in the rural village and receives compensation and commission for collecting farmers who want to use the services. They also help in arranging the collection of crops harvested by the farmers. Since 2015, Agribuddy has been the company's only brand, and the company has not diversified into any other productions, reverse integration, or private labels yet.

Figure 2.4: Logo of Agribuddy



Agribuddy's primary mission is to improve farmers' income in developing countries and contribute towards a sustainable food supply for the world. Agribuddy aims to establish and operate a one-stop value chain for farmers in developing countries, starting from Cambodia. To realise Agribuddy's mission, it needs to solve the issues faced by farmers in developing countries stemming from a lack of infrastructure, knowledge, data, and funds. To solve this problem, Agribuddy conducts two businesses: post-paid sales of inputs to farmers and the collection and purchase of crops grown by farmers.

The motto of Agribuddy is 'making farmers happy'. Agribuddy has an orange brand colour, with its logo mentioning 'Agribuddy'. The personality of Agribuddy is all about convenience and assurance, and as stated above it acts as a one-stop agriculture solution. This also stands as the uniqueness of the brand. This one-stop agriculture solution is divided into three broader dimensions: agricultural inputs, agri-services, and harvesting. These three segments cover the full 360 degrees of the entire plantation cycle of its customers. Agricultural inputs supply the farmers with top-quality branded products involving seeds, organic fertilisers, pesticides, and herbicides. For agri-services, Agribuddy provides ploughing (land preparation) and drone services, whereas drone sprays eliminate the long-term hazards of pesticides and insecticide. Ultimately, harvesting is a significant part of Cambodia's agricultural ecosystem. It is the only brand in the market that serves all the needs of smallholder farmers and provide those services under one roof. Agribuddy also owns a top-notch harvester from Japan and offers its customers better harvests.

Agribuddy actively promotes and uses digital cashless fund transfers using third parties

across Cambodia to ensure financial security within the entire ecosystem, and it prohibits using cash in rural areas as a part of its rigid internal policy. On top of that, farmers who join Agribuddy technically need no investment upfront to buy products. As mentioned above, farmers can offset the payment of purchases of goods and services from their crops/produce at harvest time. This is unlike the traditional method, where people request loans with exorbitant interest rates and offer their agricultural land as collateral in the microfinance institution industry to buy products from local unbranded stores.

Currently, Agribuddy only operates in a few regions of Siem Reap, Kampong Cham, Tbongkumum, Kratie, Battambang, Kampong Thom, Banteay Meanchey, and Pailin, considered to produce its major crops of maize and paddy rice. Only farmers and agricultural products from those provinces can access Agribuddy's services. Agribuddy operates directly with all the farmers, where the products are purchased by the company from the suppliers and delivered to the farmers using its logistic services. Later, the crops are bought back from the farmers. Agribuddy controls the supply and purchase chains and is the end-mile whole farm value chain operator.

4.3. Marketing Aims

Agribuddy has set its target customers as all smallholder farmers who grow maize or paddy rice across Cambodia who are under 65 years of age. After its market penetration, the number of customers selected from its end for the first time was roughly 30% of the total approached customers. Agribuddy also wants honest and hardworking farmers who find it challenging to access markets to sell crops and top-quality branded products.

Throughout the years, Agribuddy has grown its connection with its customers. First, in rural areas, positioning, growth, and awareness campaigns have minimal options for endorsing the brand. As a result of the primary connection between its brand and the customers by word of mouth through a trustworthy person in their society, this is another method through which Agribuddy has grown its connection with its customers. This responsible person becomes the solid contact to enhance the brand positioning in the consumer's mind and explain the entire business face to face. For example, Agribuddy would reach out to the district chief or the provincial department of agriculture and the director to connect them with various communities to make it official that they are coming to help farmers. Agribuddy does involve a digital transformation in its training and adopted digital marketing to some extent. However, due to the lack of smartphone usage in rural areas, digital marketing has not been effective for Agribuddy. Second is the 'what you see is what you get' approach. Agribuddy demonstrates visibly authentic products and their future results to farmers. These may be actual specimens of the future produce

of the seeds that farmers buy from Agribuddy. Whilst smartphone penetration and usability are still limited in Agribuddy's operation areas, Agribuddy uses digital videos, projectors, tablets, and speakers to train its team internally and maintain a standardised and consistent brand message for its potential customers. From a marketing standpoint, Agribuddy also has some pamphlets, booklets, and brand brochures as a part of its internal marketing collaterals. These collaterals showcase the experience and final products of other customers who have been part of the Agribuddy ecosystem. It is inclined to dig deeper, expand its reach in areas of its operations, connect more agricultural ecosystems for business purposes, and expand its services to the maximum number of farmers. Agribuddy is always open to looking at, discussing, and learning more about new commercial rationales in the agricultural sector.

Nevertheless, Agribuddy has no plans to change the brand direction away from the agricultural sector and aims to continue to provide farmers with standardised and consistent agricultural services. It has vast plans for its future branding under the Agribuddy roof. Moreover, it also expects to expand its business model to establish its multiple product lines and reverse-integrate to produce numerous agricultural product brands under its roof. Incidentally, any customers who join Agribuddy are treated equally, and that is the best point of its services as they benefits customers equally from a fairness perspective.

There are no potential competitors in the market, and Agribuddy is a unique platform offering the best scheme and quality products across Cambodia, along with guaranteed market access for farmers-produced crops. Agribuddy is a sole enterprise and has partnered with a wide range of local financial institutions on its platform to operate its financial operations. As a result, Agribuddy combines a specialised package for customers and barely allows any customisation or alteration to the package as this may affect the produce and farmers' future income from the agronomical standpoint. However, amongst all services, it seems that agricultural inputs have the highest sales when observing the quantitative sales numbers.

As an agricultural enterprise, Agribuddy has established branches in the provinces that produce the most desired agricultural products, including Kampong Cham, Siem Reap, and Battambang, where each branch manages its operations in a specific range in nearby provinces.

Agribuddy has continued to retain its customers until present because it is a Japanese-owned company and implements various policies, such as fair and equal treatment to every customer without differentiation, transparent pricing, training, discounts, and promotions, which are the key to its retention strategy. There is no favouritism towards

any customer; all Cambodian staff are well-trained to treat each customer equally. Secondly, adopting Japanese culture, Agribuddy ensures that every promise it makes is permanently kept. Once Agribuddy makes a promise, Agribuddy does it. Whilst Agribuddy is trying to retain its customers, the management team is also discussing the brand's penetration and better performance. However, the practical strategy in rural areas is still rooted in connections with certain agricultural cooperatives and working with specific agricultural influencers to promote or influence their brand.

4.4. Method of Branding

As mentioned, the most efficient strategy to introduce its brand is word of mouth by meeting in person, face-to-face with the individual farmers. Agribuddy introduces the brand to one influencer/customer by showing them past achievements through videos and digital media, and then the same customer will start marketing that product to all the farmers under them, which can be seen as a form of personal branding. Agribuddy has expanded its brand by getting into more geographical areas and ensuring that every smallholder farming customer has access to Agribuddy services. When the brand started in 2015, it was in one province but has now expanded to 7–8 provinces. The future goal of Agribuddy is to penetrate 100% into every province across Cambodia. Agribuddy plans to provide services to as many farmers as possible to have a standardised experience and secure their crop markets. Moreover, for the branding of its product and services, for agricultural inputs, Agribuddy currently uses other company brands under its roof to sell to farmers. Regarding agricultural services, it has incorporated harvesting services with an experienced and highly technological agricultural machinery company from Japan. For branding, it has pamphlets, standees, brochures, and digital marketing videos for advertising to explain its brand.

Agribuddy believes in gaining trust from its actions and services towards its customers. Primarily, Agribuddy educates its customers on the correct agronomical practices to enhance their income. Secondly, it ensures that it is always only a call away for all customers 7 days a week for any concerns and queries. Finally, it has a transparent pricing policy and transfers all funds digitally via one of Cambodia's most prominent commercial banks.

4.5. Effectiveness of Branding

Agribuddy see its future as a brand that will be become a one-stop convenient solution to all smallholder farmers' headaches across Cambodia. Therefore, amongst the methods of its business strategy, traditional word of mouth and print media, which can be

considered as offline branding, are the most successful methods in rural areas for Agribuddy's branding. The buddy goes to other farmers, endorsing the company image by showing experiences of using the app and phone. Adding to the above, the entire brand positioning depends on the buddy.

For its success, Agribuddy measures its brand by numbers and sales. Increases in sales and customers joining the platform are the measurements of its success. As of now, Agribuddy has provided services to over 10,000 farmers across two countries. It continues to refresh its existing brand by brainstorming to enhance the brand and ensure that tomorrow is better than today.

Since the commencement of its enterprise, Agribuddy has seen and been aware of the copying of its business model by certain management people who resigned from the company when its HQ was based in Phnom Penh. They started their own company with a very similar brand name and business model in some areas, which initially caused much confusion amongst farmers, and Agribuddy faced many challenges when rebranding and regaining its reputation in the market. Agribuddy has influencers across all significant areas they operate in. However, it has staff who train these influencers on a personal level, and the office staff also frequently keep visiting and/or conducting meetings with farmers.

Chapter 3

Summary of Branding in Phase II

Table 3.1: Summary of Branding in Phase II

Type	No.	Company Name	Area	Product/ Service	Page No.	Summary
Large	1	Ly Food Industries Co., Ltd.	Phnom Penh	Rice and snack crackers	33	High-quality and tasty Khmer food products from locally harvested foods
Large	2	Soma Farm (Cambodia) Co., Ltd.	Phnom Penh	Agricultural products	37	The connection of business activities that complement and influence each other
Medium	3	Confirel Co., Ltd.	Phnom Penh	Palm sugar, Kampot pepper, wine and spirits	40	Cambodian authentic products grown from local natural soil
Medium	4	Khmer Fresh Milk Co., Ltd.	Phnom Penh	Milk products	44	Quality and nutritious 100% pure milk
Medium	5	Three Corner Coffee Co., Ltd.	Phnom Penh	Coffee beans	49	Real experience of tasting fresh coffee beans to build loyal customers
Medium	6	Farmex (Cambodia) Co., Ltd.	Kep	Kampot pepper	54	The strong brand of Kampot pepper as a geographical indication product is key for branding

Source: Author.

Table 3.2: Summary of Branding in Phase II

No.	Company Name	Branding Method								Effectiveness of Branding					Brand Protection		
		Service branding	Offline branding	Co-branding	Online branding	Geographical branding	Personal branding	Corporate branding	Product branding	Clarification of business culture and loyal	Clarification of direction of business	Brand expansion	Securing of high loyalty	Securing of price advantage	Registration of trademark	Registration of design	Registration of GI
1	Ly Ly Food Industry Co., Ltd.		●		●		●		●	●	●	●		●			
2	Soma Farm (Cambodia) Co., Ltd.		●		●			●		●	●	●	●	●			
3	Confirel Co., Ltd.		●		●			●	●	●	●	●	●	●			
4	Khmer Fresh Milk Co., Ltd.		●	●	●				●			●	●	●			
5	Three Corner Coffee Co., Ltd.		●	●	●				●		●	●		●			
6	Farmex (Cambodia) Co., Ltd.		●	●					●		●						

Source:

Table 3.3: Summary of Branding in Phase II

Type	No.	Company Name	Area	Product/ Service	Page No.	Summary
Large	7	Khmer Household & Healthcare (KHH) Co., Ltd.	Phnom Penh	Personal care and household care products	58	Contemporary Cambodian brand offering high-quality personal care and household care products
Medium	8	Thaung Trading Co., Ltd.	Kampot	Sea salt products	61	High-quality salt products and broadening of Kampot salt market
Medium	9	MG Pacific Company Limited	Phnom Penh	Tissue production	67	Supply of premium paper-based products
Large	10	Daun Penh Food & Beverage Co., Ltd.	Phnom Penh	Pure drinking water	69	Pure water produced from natural source of the tropical forest area
Large	11	SBI Lyhour Bank PLC.	Phnom Penh	Banking service	72	Provides wide range of flexible loan products based on real needs
Medium	12	The Elephant Edition Co., Ltd.	Phnom Penh	Children's and women's products	76	One-stop convenience for new mothers and pregnant women
Medium	13	Chaktomuk Pest Services Co., Ltd.	Phnom Penh	Pest management and cleaning solution	79	Latest technology in pest management, professional cleaning and new standard of fumigation

Source: Author.

Table 3.4: Summary of Branding in Phase II

No.	Company Name	Branding Method								Effectiveness of Branding					Brand Protection		
		Service branding	Offline branding	Co-branding	Online branding	Geographical branding	Personal branding	Corporate branding	Product branding	Clarification of business culture and	Clarification of direction of business	Brand expansion	Securing of high loyalty	Securing of price advantage	Registration of trademark	Registration of design	Registration of GI
7	Khmer Household & Healthcare (KHH) Co., Ltd.		●	●	●				●	●	●	●	●	●			
8	Thaug Trading Co., Ltd.		●	●	●	●	●	●	●		●	●	●			●	
9	MG Pacific Company Limited		●					●	●		●	●	●	●			
10	Daun Penh Food & Beverage Co., Ltd.		●		●	●		●	●		●	●		●			
11	SBI Lyhour Bank PLC.	●	●	●	●				●	●	●	●		●			
12	The Elephant Edition Co., Ltd.	●	●	●	●			●	●	●	●	●		●			
13	Chaktomuk Pest Services Co., Ltd.	●			●			●			●	●		●			

Source: Author.

Table 3.5: Summary of Branding in Phase II

Type	No.	Company Name	Area	Product/ Service	Page No.	Summary
Medium	14	MyPhsar Online Market Co., Ltd.	Phnom Penh	E-commerce platform	84	Trustworthy and safe online market for sellers and buyers
Medium	15	Go24 (Cambodia) Co., LTD.	Phnom Penh	Delivery services	85	Delivery services that customers can use for 24-hours
Medium	16	Banhji Fintech Co., Ltd.	Phnom Penh	Financial technology services	87	Financial platforms to enable MSMEs to make smart decisions, access digital financial services, and access working capital financing
Medium	17	Bongloy Payments Plc.	Phnom Penh	Financial technology services	93	Digital payment solutions and services for both consumers and businesses
Medium	18	Delightech PLC.	Phnom Penh	Loans	96	Trust and convenience
Medium	19	Koompi Co., Ltd.	Phnom Penh	Computers and software	99	Instead of focusing on branding, users' experiences are prioritised

Source: Author

Table 3.6: Summary of Branding in Phase II

No.	Company Name	Branding Method								Effectiveness of Branding					Brand Protection		
		Service branding	Offline branding	Co-branding	Online branding	Geographical branding	Personal branding	Corporate branding	Product branding	Clarification of business culture and	Clarification of direction of business	Brand expansion	Securing of high loyalty	Securing of price advantage	Registration of trademark	Registration of design	Registration of GI
14	MyPhsar Online Market Co., Ltd.	●			●					●		●		●			
15	Go24 (Cambodia) Co., LTD.	●	●	●	●				●		●	●		●			
16	Banhji Fintech Co., Ltd.	●		●	●		●			●	●	●		●			
17	Bongloy Payments Plc.	●	●	●	●					●	●	●		●			
18	Delightech PLC.	●	●		●			●		●	●	●		●			
19	Koompi Co., Ltd.	●	●							●	●	●		●			

Table 3.7: Summary of Branding in Phase II

Type	No.	Company Name	Area	Product/ Service	Page No.	Summary
Medium	20	DGacademy	Phnom Penh	Edutech	103	A digital education platform with a wide range of customised training programmes designed to help leaders and managers develop the skills they need
Medium	21	Wuang Asia Co., Ltd.	Phnom Penh	Consulting	105	Professional, trustworthy, and quick consulting services
Medium	22	Thalias Co., Ltd. (Uy Kuyteav)	Phnom Penh	Restaurant	107	Elevation of famous Cambodian street foods in a healthy context, offering tastes that are like regional or family dishes
Large	23	Amaya Development Co., Ltd.	Kampot	Holiday home	110	A holiday home resort concept featuring the connection between humans and nature
Medium	24	Mafiya's Resort (Cambodia) Co., Ltd.	Sihanouk Ville (Koh Rong)	Resort	113	A perfect combination resort on Heaven Beach, Koh Rong Island, situated

Type	No.	Company Name	Area	Product/ Service	Page No.	Summary
						1 hour away from the Sihanoukville mainland
Sole proprietorship	25	Kirirum Buengkok Vaingnorn	Phnom Penh	Curtain sales	115	Supply of all kinds of fabrics, curtains, and curtain materials, as well as tailoring and curtain laundry and installation

Source: Author.

Table 3.8: Summary of Branding in Phase II

No.	Company Name	Branding Method								Effectiveness of Branding					Brand Protection		
		Service branding	Offline branding	Co-branding	Online branding	Geographical branding	Personal branding	Corporate branding	Product branding	Clarification of business culture and	direction of business	Brand expansion	Securing of high loyalty	Securing of price advantage	Registration of trademark	Registration of design	Registration of GI
20	DGacademy	●		●	●		●			●	●	●					
21	Wuang Asia Co., Ltd.	●	●				●			●		●		●			
22	Thalias Co., Ltd. (Uy Kuyteav)	●	●		●			●		●	●	●	●	●			
23	Amaya Development Co., Ltd.	●	●	●	●	●			●	●	●	●	●	●			
24	Mafiya's Resort (Cambodia) Co., Ltd.	●	●		●	●						●	●				
25	Kirirum Buengkok Vaingnorn	●			●		●		●	●		●					

Source:

Chapter 4

Case Studies in Phase II

1. Ly Ly Food Industry Co., Ltd.

1.1. History of Brand Establishment

Ly Ly Food Industry C., Ltd. (LyLy) was founded in May 2002 by Oknha Keo Mom to produce high-quality Khmer food products, such as rice and snack crackers. LyLy was registered with the MOC on 2 August 2013, based on a public search of the online registration system of the MOC.

The inspiration for starting the business came from the founder's passion for finding healthy snacks for her own children. When her children were young, they liked to eat a lot of snacks but she was not sure whether the snacks they ate were safe for their health or if they were nutritionally sufficient. Therefore, to take care of her children's health as well as the health of Cambodian children in general, she decided to start a business to provide healthy snacks with good nutrition and high quality. Ultimately, the business not only helps children's nutritional needs and cares for their health but also contributes to farmers in Cambodia because the snack crackers are made from rice, corn, and food crops that can be collected locally. Further, as the snacks at the time were mostly imported, the initiation of the business significantly decreased any transportation fees and importing fees as the food could be locally produced.

Additionally, as an empowered female entrepreneur at the time, the founder saw that her company would engage employees who were disadvantaged and hailed from humble beginnings, envisioning that she could contribute to the improvement of the quality of their lives so that her company would not only focus on profits but also incorporate corporate social responsibility as its mission (LyLy Food, n.d.-a).

In the beginning, it was difficult for the founder to start her manufacturing company. In 2002, there was a lack of human resources because Cambodian employees did not have enough knowledge about machinery and production. Further, a lack of markets and a lack of production were also big challenges for the company. Regardless, the founder did not give up and tried her best to find solutions until LyLy achieved its current success. As the chairperson of LyLy, she kept exploring creative opportunities for the continued growth and progress of her firm amidst the challenges of economic globalisation. Keo Mom's

secret to success is her confidence, hard work, and commitment to nutritious and healthy quality food products that are trusted by all customers (LyLy Food, n.d.-a). Her daughter, Ms. Ing Chhivly, the CEO, also incorporated international product standards in LyLy for increased revenues and profitability.

As for the brand, the founder named it after her daughter's name, LyLy, because the name is new, easy to remember, and easy to pronounce. Additionally, it comes with the meaningful definition of cleverness and profit in the Chinese language. It also functions as a motivation to her daughter to improve the business and become her successor.

Branding Concept

LyLy's products include rice crackers, extruded snacks, and fried snacks. It also has OEM products and snack pellets, with the main concept of providing the best quality Khmer products for the whole world to enjoy. LyLy introduced its brand to the public in 2002, and the database of the Department of Intellectual Property (DIP) shows that it was registered since then. Back then, to promote its brand, LyLy created short videos that were attractive to children and advertised through television, as television was the most popular platform, and many people watched it. Advertisement through television worked very well in promoting the brand and raised the brand's awareness amongst the public. Additionally, LyLy also welcomes people who want to have a factory visit to witness how the products are carefully manufactured to gain and maintain trust in the products' quality. As digital transformation has shifted people's interests to online social media, and nowadays the numbers of people who watch television are decreasing, LyLy has also incorporated online platforms such as Facebook and TikTok in its branding method.

LyLy's brand is short, new, easy to remember, and easy to pronounce, which forms the uniqueness of its characteristics. Further, the company's logo shows the combination of a rabbit and the name 'LyLy' in the Khmer and English languages. The happy rabbit in the logo symbolises wisdom and diversity. This echoes the company's sense of abundance in creating and manufacturing quality consumable food products that not only melt in the mouth but are digested for energy, health, and wellness (LyLy Food, n.d.-a). In addition, the map of Cambodia looks like the shape of a rabbit; therefore, the logo was designed with white, red, and blue, which are the colours of the Cambodian flag. As we confirmed with the founder, the rabbit is known as a smart animal in Cambodian childhood stories and is the animal of the year of her birth. In addition to its logo, LyLy comes with a slogan of 'Nom Srouy Lyly Oiii! Chgang mes? Chgang mes? Chgang mes?' (Lyly crackers awww! Why are they so delicious? Delicious? Delicious?), which remains in the customer's heart after its advertisement.

Figure 4.1: Logo of Lyly Food



From the end of 2009, LyLy's brand was copied by other companies producing low-quality snacks with higher prices imported from China. As its trademark had already been registered, LyLy could take legal action against them and had such products removed from the Cambodian market as the products were harmful to people's health. After the dispute, one company continued to compete with LyLy and produce similar snacks at very low prices. The dispute lasted from the end of 2009 until 2015 and imposed huge challenges on LyLy. However, as it had legally registered its trademark with the MOC, LyLy's brand was protected and supported by the ministry.

1.3. Marketing Aims

LyLy's targets all customers, ranging from children to senior adults, to eventually bring its brand to the world and make the world know about Cambodian products. Snack crackers are not only popular amongst children who like snacking but are also favoured by adults and the elderly because they are healthy snacks and are available at reasonable prices suitable to all people. LyLy also aims to become Cambodia's leading manufacturer by utilising the best local ingredients from farmers so consumers are able to experience a variety of affordable and delicious products that they will never forget. Additionally, LyLy commits to its goals of providing employment opportunities to the poor and disadvantaged so that they can improve their quality of life whilst building a prosperous community, and directly outsources organic rice, corn, and other crops from farmers through sustainable farming programmes.

To maintain customers, LyLy focuses on quality, stability, and maintenance to ensure that customers will always have the same quality of products with the same level of tastiness. It also commits to updating the quality and taste of the products every 3–5 years to meet customers' needs. This involves improving the taste of the products, creating new tastes, and updating technology to make sure clients keep choosing their products. Moreover, as

there is some difficulty based on the changes in seasonal harvests, the company arranges a quality control team to check the standard of raw materials before accepting them to ensure the stability of quality for production.

LyLy's snacks are successful due to their taste, quality, and reasonable price compared to other products, allowing them to stand out as the choice for consumers over other brands. Beyond this, being a local Cambodian company that can procure all its ingredients from local farmers also plays an important role in allowing consumers to experience a variety of affordable and delicious products.

The company considers its commitment to constant growth as one of its strategies for success. Therefore, in the future, LyLy will also dedicate itself to the creation of new tastes for its snacks and improve its products through the adoption of technology as necessary. The company also plans to redecorate its design in the future and keep updating its logo and design to respond to customer trends. LyLy, is also planning to relocate or expand its factory to different locations (expected to be at the Kampong Seila Special Economic Zone and operated by the founder herself) to increase its production capacity and supply.

1.4. Method of Branding

LyLy has used (i) product branding, (ii) online marketing, (iii) offline marketing, and (iv) personal branding. Product branding and personal branding were the primary methods of connecting LyLy's snacks and customers through its simple yet easy to remember brand name and logo of a rabbit. In television advertisements, LyLy has advertised its products using the slogan, 'Nom Srouy Lyly Oiii! Chgang mes? Chgang mes? Chgang mes?' which is memorable amongst its customers. Further, LyLy also established its own Facebook page and TikTok page to promote its products in the form of short videos or captions. On social media platforms, LyLy has also included the hashtags of (1) Nom Srouy Lyly! Chgang Chgang Chgang; (2) Nom Srouy Lyly! [when you eat, you crave more]; (3) Nom Srouy Lyly! [suitable for all ages and healthy]; and (4) Nom Srouy Lyly! [quality, luxury, and safety]. For offline marketing, LyLy has always responded to the MOC's invitations to local and international exhibitions and attended events to showcase Cambodian products. LyLy can garner a lot of support from the MOC for its locally manufactured products that contribute to the local people. With these given opportunities, LyLy could capture more attention from international companies and expand exports of its products extensively while promoting Cambodian products on the international stage at the same time.

As for the company's journey, LyLy received much support from the Ministry of Industry, Science, Technology and Innovation to implement 5s and Kaizen in August 2015, Good Manufacturing Practices (GMP) in November 2009, Hazard Analysis Critical Control Points (HACCP) in June 2011, the scheme for food safety systems (ISO 22000:2011) in October 2016, and the LEAN project in December 2020.

For LyLy, an effective way of attracting customers has been to advertise products to the right targets. When it advertised its products on television, LyLy ensured that the videos were short, easy to understand, and attractive for their targeted customers. Further, even though the brand has become very popular now, LyLy has never stopped improving the quality and the taste of its products.

1.5. Effectiveness of Branding

LyLy is becoming very well-known across the country and stands strong in the snack crackers market. LyLy has the ambition to bring its brand to the world and make the world experience Cambodian products. As of now, LyLy has exported its products to 13 countries, including Australia, Canada, China, Indonesia, Italy, Malaysia, Mauritius, Myanmar, South Korea, North Korea (already closed), Thailand, the United States, and Viet Nam. In terms of human resources, LyLy, which was once challenged by a lack of human resources and production, has developed from a start-up operation of 20 employees to the current 250 employees.

In terms of entrepreneurship and leadership, in 2015, Oknha Keo Mom received the Cambodian Young Entrepreneur Championship Award for her leadership of LyLy Food Industry Co., Ltd. and became a pivotal force for many other organisations, including the Cambodia Women Entrepreneurs Association, of which she is a past president. She is president of the Devine Dharma Meditation Association of Cambodia. Notably, she is a member of the Advisory Board of Paññāsāstra University of Cambodia's Executive Leadership Institute.

LyLy, as a Cambodian local food manufacturing company, has also been highly recognised and won awards from many other countries and organisations (LyLy Food, n.d.-b). Specifically, LyLy was chosen as an outstanding company by UNIDO (Switzerland) in January 2006 for developing cleaner production, in 2010 for developing energy efficiency, in 2011 for developing sustainable production innovation, in 2012 for practicing waste agriculture biomass to energy, in 2014 as a leading company for obtaining the ISO 50001:2011 Standard, and in 2013 as a leading company for strengthening the

development of small and medium-sized businesses by the Japan International Cooperation Agency (JICA).

Additionally, LyLy has also won many awards internationally, such as an award for being an outstanding contender in GS1-Cambodia; an award as a newly developed manufacturing company during an ASEAN press conference in Ho Chi Minh, Viet Nam; and in 2011, a Golden Award in Manufacturing Cambodia. It also became the first company in Cambodia to obtain the HACCP Certificate in 2013. Further, in 2014, LyLy obtained a golden award from the International Taste and Quality Institute and also received an award in Viet Nam for leading women entrepreneurship in the ASEAN region. In 2015, LyLy received an award for 'Best Enterprise' in the United Kingdom, as well as the Cambodian Young Entrepreneur (CYEA) award. In 2020, Lyly received first place in the First Cambodia Championship Competition at Himawari Hotel, Cambodia.

2. Soma Farm (Cambodia) Co., Ltd.

2.1. History of Brand Establishment

SOMA FARM (CAMBODIA) CO., LTD. ('Soma Farm') was officially registered on 20 April 1999 with the Ministry of Commerce as a subsidiary of SOMA Group Co., Ltd. ('Soma Group'). The inspiration behind the establishment of both Soma Farm and Soma Group stemmed from the founder's vision. Balancing a corporate career during the week and farming on weekends by choice, his deep passion for agriculture and livestock rearing was evident on his land in Bati district.

The initial concept was to create a farm based on a sustainable agricultural cycle aligned with environmental stewardship. This cycle incorporated various agricultural activities, beginning with the cultivation of jackfruit, which required fertiliser for proper growth. To produce the necessary fertiliser, he started raising chickens and used their manure. As the jackfruit trees grew, the abundance of leaves inspired him to introduce another animal into the cycle – first goats, which were later replaced by cows due to challenges with goat farming. The cow manure was then used to produce biogas for electricity generation.

The plan faced numerous challenges at every stage, but the agricultural cycle continued to evolve in response to changing demands. For instance, the need for water led to the excavation of a pond, which was later stocked with fish. This evolving agricultural cycle mirrors practices promoted in developed countries, requiring significant study and experience.

2.2. Branding Concept

While branding is not the central focus for Soma Farm, the company prioritises the local market by emphasising high-quality and organic products. Soma Farm's primary goal is to sustain and enhance product quality while maintaining its commitment to sustainability. For example, in raising chickens for both eggs and fertiliser, cleanliness – such as providing clean water – is essential. Any health issues with the chickens could directly impact the quality of both the eggs and the fertiliser.

To support its farming operations, Soma Farm has extended its services to include clean water provision. Initially aimed at agricultural needs, this clean water initiative quickly gained traction amongst the local community, creating a demand for clean water for daily use. In response to this growing demand, Soma Group expanded its business portfolio by establishing a construction company, recognising the synergy between water infrastructure and construction.

Soma Farm's branding strategy, along with that of Soma Group, is deeply tied to the expansion of its business activities. Each venture complements and supports the others, forming a network of interconnected enterprises.

Figure 4.2: Logo of Soma Farm



The circular design of Soma Farm's logo symbolises the interconnectedness of its various business activities. Regarding intellectual property, the CEO of Soma Farm firmly believes that while companies may draw inspiration from one another's business ideas, it is unethical for one company to replicate another's logo or use elements that could confuse the distinction between brands. He stresses that while adopting similar business concepts is acceptable, preserving the uniqueness of a logo is essential. In cases where a company admires Soma Farm and seeks to incorporate similar practices, he encourages collaboration rather than direct imitation. This approach fosters a spirit of co-operation while ensuring that each brand retains its unique identity.

2.3. Market Aims

What distinguishes Soma Farm is not only its identity as a farm but its seamless integration of various projects aimed at reducing costs, building trust, and enhancing efficiency through the application and study of new technologies. Although Soma Farm is currently exploring the possibility of exporting its products abroad, a significant challenge lies in the need for large quantities to meet export demands. While Soma Group has collaborated with its subsidiaries for export activities, the majority of products still cater to the local market. The aspiration is now to extend these local products to international markets.

Soma Farm primarily targets the local market, focusing on wholesale distribution, with the exception of eggs, which are retailed to supermarkets. In the highly competitive local market, where every participant strives for success, Soma Farm continues to modernise by incorporating new information technology into its production and management systems.

To stay at the forefront of modernisation, the CEO of Soma Farm deeply engages in studies of technology and management in the context of these new systems. He adopts a philosophical perspective, comparing Soma Farm to an individual confronting challenges. He believes that true capabilities are revealed only through sincere effort. This approach allows for understanding what can be achieved, recognising limitations, and identifying areas for improvement.

2.4. Method of Branding

Soma Farm has used (i) online marketing, (ii) offline marketing, and (iii) corporate branding. Soma Farm conducts online marketing on social media. For offline marketing, they attend events by having a stall to promote and sell the products during Khmer New Year or the Sea Festival. In addition, the reputation and strength of Soma Group are also factors contributing to the branding of Soma Farm as a subsidiary of Soma Group.

2.5. Effectiveness of Branding

In shaping its future branding, Soma Farm is dedicated to conducting business in an environmentally conscious manner and ensuring sustainability through the adoption and study of new technologies. Additionally, Soma Farm actively encourages local farmers to explore innovative methods beyond conventional farming. This includes comprehensive knowledge of soil, fertilisers, seeds, equipment, and weather, empowering local farmers to compete effectively with other companies. Looking ahead, Soma Farm envisions

expanding its market reach to European countries, China, and ASEAN nations due to their high demand. The focus is not just on expansion but on continuous improvement, with a commitment to studying and refining their export strategy annually. There is no specific plan to expand on the current farm in Bati district, but Soma Farm has a farm that meets international standards in another location with its partner. It wants its current farm in Bati district to be a centre of excellence to showcase the good practice of agriculture. The success of Soma Farm in the agricultural sector is hard to measure, given the sector's continuous evolution. Cambodia's abundance of high-quality productive land and water positions it well to meet the increasing global demand for food. To stay competitive globally, Soma Farm envisions fostering collaboration between large and small farms or community initiatives in agriculture. Recognising the critical importance of this sector to food security, Soma Farm aims to collaborate with partners to contribute to this shared goal in the near future.

3. Confirel Co., Ltd.

3.1. History of Brand Establishment

Confirel was founded in 2001 by Dr. Hay Ly Eang, who had had passion and vision for the business model since 1979. It was officially registered in the online business registration of the MOC in 2015. Dr. Hay Ly Eang was driven by the conviction that rural development and the improvement of farmers' living conditions were the keystone of a happy future for his country, Cambodia (Confirel, n.d.-a). Being one of the survivors from the Khmer Rouge Regime who was very knowledgeable and competent, he studied about what brought Cambodia to the darkest regime at that time regardless of having sufficient resources and shed light on the huge difference between the development in the city and the underprivileged situation faced by people in rural areas. He mentioned that the distribution of outcomes was very much different, and development was only centred in the city. Confirel was then developed from the simple idea that Cambodia's development could not be achieved without the development of the countryside and was intended to become a bridge between the city and rural areas and open up economic flows to the countryside. To achieve this goal, Dr. Hay Ly Eang then decided to set the direction of Confirel to only produce and renovate authentic products of the natural heritage of the Khmer ancestors, where Confirel stands for 'Conservation of Heritage'. The idea, which is a landmark idea of Dr. Hay Ly Eang, is shared by all the members of Confirel (Confirel, n.d.-a). Through sugar palm sap and Kampot pepper, Confirel has initiated in Cambodia a model of economic development for Cambodian farmers that it intends to apply to other natural resources in the kingdom.

Confirel has two core ambitions, which are reviving the sugar palm tree as a major natural resource in Cambodia and restoring the status of the natural heritage of the country. The tree is commonly and easily available throughout Cambodia, and its utilisation gives farmers a significant increase in their income (Confirel, n.d.-b). By giving a new impetus to the utilisation of the sugar palm tree (*thnot* in the Khmer language), which is threatened by massive illegal logging although it belongs to the natural heritage of Cambodia and is one of its main natural resources, Confirel wants to demonstrate that improving farmers' incomes depends on the creation of high value-added products grown in local soils (Confirel, n.d.-a). Dr. Hay Ly Eang himself believes that the economic development of Cambodian farmers as well as Cambodia can be achieved when the products are locally produced from the resources of Cambodia and bring more value when exported. Therefore, Confirel is committed to preserving palm sugar trees and to manufacturing high-quality and healthy products that are recognised worldwide.

3.2. Branding Concept

Like Angkor temple, Dr. Hay Ly Eang believes that palm sugar and Kampot pepper represent the identity of Cambodia, and these authentic products grown from a unique soil embody the Khmer soul (Confirel, n.d.-c). This authenticity is the focal approach of Confirel to promote the treasures of Cambodian land and the know-how of farmers. Confirel, above all, commits to promoting and respecting ancestral craft skills and know-how; a human story based on women and men dedicated to helping Cambodia in its development with the diffusion of high-quality products throughout the world. Confirel passes on historical skills transmitted from generations to guarantee fair pay to all stakeholders whilst preserving a unique heritage. It is dedicated to promoting authentic Khmer products and values whilst improving the economic activities of rural farmers (Confirel, n.d.-d). Through its involvement in sustainable rural development, Confirel also wants to be a model in respecting its producer partners and protecting the environment.

Confirel today has three main ranges of products. The first range comes from the sap of Thnot (palm sugar) of Kompong Speu; the second range is world-renowned sugar, candies, wine, vinegar, and spirits; and the third range is Kampot pepper products including red, white, and black pepper, pepper sauce, and pepper herbal tea. With KEM, Confirel has developed health/wellbeing products. Moreover, made from raw materials from protected geographical indication (PGI) areas, Confirel's products are certified organic by Ecocert S.A. under European, US, and Japanese standards, and is the first Cambodian company to obtain this triple international organic certification. In addition, some of its products are guaranteed halal. Additionally, during the Water Festival from 26 to 28 November 2023,

Confirel proudly presented the new discovery of 'modern prahok' (fermented fish) to national and international customers and received strong support from local and international customers on its 'modern prahok powder'.

The first range of products, Thnot, is named after the term for 'palm sugar' in the Khmer language and represents the healthy natural sweetness derived from organic palm trees that is included in sugar products, candies, syrup, fruits jam, mango rolls, and chips, etc. Secondly, the name of Kirum, the Kampot pepper and herbal tea brand, comes from the Khmer term for soil and mountains, which represents the natural ingredients directly derived from Cambodian soils. For wine and spirits, Kirel represents the abundant natural resources of Cambodia, especially along the Mekong River where Mekong Sparkling was made as celebration of the successful discovery of the natural heritage sites along the river. Additionally, Jaya, the spirit family, is derived from the ancestral name of 'Jayavarman', who were victorious warriors in Cambodian history. Finally, the modern prahok powder was named 'Kiril', where the word 'Ril' derives from the name of the abundant fishes fermented for prahok. All brand names of Confirel's products have been carefully thought out and made consistent with the concept of Confirel itself of healthy, authentic Khmer products made from Cambodia's natural heritage of palm sugar, Kampot pepper, and prahok, etc. to establish a strong brand for Confirel.

For its legal protection, Confirel conducted a trademark registration of its logo officially on 2 October 2013, with register number KH/2013/47752. Jaya, for its wine and spirits, was officially registered on 30 September 2012, Kirum on 28 October 2020, and Kirel on 28 November 2020.

Figure 4.3: Logo of Confirel



Figure 4.4: Logo of Jaya Wine and Spirits



Figure 4.5: Logo of Kampot Pepper and Spices



Figure 4.6: Logo of Kem Probiotics



3.3. Marketing Aims

Confirel primarily targets the international market, where it believes it can bring more added value to the Cambodian people with the idea of creating and promoting the Khmer identity and of creating a long-term economy for Cambodians, as 80% of Cambodia's population are farmers. Confirel projects are related to rural development because they are made from raw materials, such as palm sugar, Kampot pepper, fruits, and herbal ingredients. The local authentic products are exported to Asia, Africa, Europe, and the US (Phnom Penh Post, 2019b). Confirel also exports its Thnot products to Viet Nam as its targeted market, and Thnot products are used to attract more customers from Viet Nam. On a side note, 94% of local customers who have bought Confirel's products are foreigners who are eager to learn about Khmer culture and find Khmer products.

3.4. Method of Branding

Confirel has used (i) product branding, (ii) online branding, (iii) corporate branding and (iv) offline branding. Confirel is devoted to delivering authentic Khmer products from the natural heritage of Cambodia and, since the beginning, has been committed to providing the best products. Therefore, product branding is a major method for Confirel. By choosing an organic production process, Confirel puts into practice its convictions by offering customers healthy products designed for their pleasure and well-being, as well as satisfying their desire to discover the Khmer culture through the flavours of Cambodia's land (Confirel, n.d.-a). Confirel commits to developing and constantly improving its production processes, creating new concepts, and providing the best services to its customers. In early 2017, HACCP certification was awarded to Confirel for the processing and distribution of Thnot organic palm sugar, Kampot pepper (black, red, and white), KEM Probiotics, Thnot syrup, and Kampot pepper sauce. This certification was obtained after an audit conducted by the international body TUV Rheinland. The objective of HACCP is to ensure the quality of food and the safety of consumers.

Confirel also conducts offline branding by showcasing its products at various exhibitions to promote authentic Khmer products and offer customers memorable tasting experiences by capturing their attention and making them aware of the quality of Khmer products. Amongst all its products, Khmerito, a cocktail recipe developed by Confirel, is the centre of attention amongst international customers and won the Best Cocktail Award. Additionally, as an online method, Confirel also displays all its products on its website with precise explanations of their respective unique points. Confirel's website also introduces creative food and beverage recipes using its products as ingredients. Beyond this, Confirel

also regularly disseminates its products and events through its Facebook page to ensure that all customers are informed.

3.5. Effectiveness of Branding

Confirel is well-known on both the local and international stages for its authentic and organic products, and, since its creation in 2001, has won numerous awards both in Cambodia and abroad. These include the Palme d'Or at the Natexpo trade fair in 2005 in Paris for its organic sugar Thnot, which was also voted the best product of the ASEAN region in 2017 (Confirel, n.d.-e).

Because it acts in pursuit of a caring and equitable society, Confirel has also developed its CSR policy by donating 5% of its annual profits to organisations that help the most vulnerable people in Cambodia (Confirel, n.d.-a). This CSR policy was fruitful and won the CSR 2016 Award organised by the French Foreign Trade Advisors in Cambodia with technical assistance from the French Chamber of Commerce in Cambodia. Most importantly, by supporting the diversification of production by farmers through innovative capabilities that open up new markets, Confirel has actively participated in increasing agricultural incomes with the aim of stemming the rural exodus and giving the countryside and its inhabitants their rightful place in the development of the country.

Lastly, Dr. Hay Ly Eang considers that Confirel has yet to be successful when measuring its aim of improving the economic development of the countryside. However, he has emphasised that the success of Confirel should be measured by assessing the development of Cambodia and its people, both from the educational and economic perspectives. Further, he chooses to measure this success with the target of achieving an 80% ratio of Cambodian products being sold in the international market, which will bring added value to the people in the country and eventually contribute to Cambodia becoming a high-income country.

4. Khmer Fresh Milk Co., Ltd.

4.1. History of Brand Establishment

Lok Oknha Kouch Sokly (Oknha Sokly) started his career in 1995 after gaining interest in the food sector, leading him to decide to run his own business in 1998. He has created local fast-food brands, such as BB World and Pizza World, and is responsible for bringing some foreign food franchises to Cambodia as well, like Tous Le Jour, Domino's Pizza, and Lotteria. Through his connections with foreign countries, Oknha Sokly felt a passion to

learn about this sector, especially as it pertains to high-quality and nutritious foods that are a basic necessity for human growth, and so he began his journey to learn from practices in various countries.

In 2009, he had the chance to visit Israel to study agricultural technologies. This was a particularly good chance because Israel is a country that lacks water and faces an unfavourable climate, yet agricultural development in Israel is growing thanks to technology, modernisation, and innovation. Due to the limited development of the agricultural sector in Cambodia, Oknha Sokly decided to grasp the chance to study agricultural technology. Further, as his first decision, he considered bringing technology to farms for growing crops; however, after in-depth market research, he found that the price would be comparably higher than that of imported products, and most Cambodian people heavily weigh price compared to quality. Rather than crops, he was determined that his business should target milk production instead, as milk is nutritionally vital to humans and would enhance the health of the Cambodian population and eventually the Cambodian economy as a whole.

After that, Oknha Sokly and his team started creating a business plan in hopes of finding investors. Sadly, it was tough to find investors as the business would be in a new sector for Cambodia, and the business plan would be one in which the profit and loss statements and balance sheets would be merely estimates. Accordingly, it was hard to prove to and assure investors that this business would succeed and generate huge profits for investors because most investors are interested in fast-return investments over long-term investments. As the requirements for the business and its funding were too high, Oknha Sokly suspended business between 2009 and 2010. Seeing this difficulty, he and his Israeli friend reconsidered, and it was not until the period 2013–2015 that they saw an opportunity for economic growth, which prompted them to conduct market research again by hiring an agency to study the market and risks before deciding to establish the company in 2017. The company was finally registered as Khmer Fresh Milk Co., Ltd. (KFM) with the MOC on 26 July 2017. After registering KFM, Oknha Sokly spent around 1 year seeking investors and finally found investors who had faith in him.

Apart from some Japanese investors, most of the investors in KFM are Cambodian, so they decided to use the word 'Khmer' in the company name and the words 'Fresh Milk' to describe the business. However, the product itself would not be given the same name as the company, so they decided to name the product 'គីរិស៊ូ' (Kirisu), which refers to the 'Heavenly Mountain' in the Khmer language where the farm is located, and it is written as 'Kirisu' in English, in favour of their Japanese investors.

4.2. Branding Concept

Kirisu's products were launched in 2020, but it has proven difficult to sell the local brand due to the Cambodian consumer mindset of giving value to imported goods over local brands. Even so, the company introduced its product to people through the quality of the milk, by ensuring that it is 100% pure milk. When comparing the products on the market, the competing brands of milk all tend to look the same, but Kirisu guarantees that its milk is made without any other ingredients. In addition, to promote and support the community, KFM did not increase its product price but offered a buy-one-get-one-free promotion of its Kirisu Farms 100% pure milk to help the Cambodian people during the Covid-19 pandemic.

The branding of Kirisu is not focused on price but rather on the quality of its pure milk, which is different from that of other milk products in Cambodia. Further, to maintain sustainability for the brand, the price cannot be lower than imported products due to the milk yield being limited and the quality of the product being high.

Moreover, when deciding on a brand name for the product, KFM thought that the brand name should be short and easy to remember, especially for children. Thus, KFM preferred a name that is suitable and memorable for all ages.

Figure 4.7: Logo of Kirisu Farm



Kirisu got its name from the location of its dairy farm, located at Phnom Tamao Mountain in Takeo Province. As is well known, the cows are fed in a high-elevation area in a large space and are located near Phnom Penh due to the need to transport the milk products. Luckily, KFM studied and discussed this with the relevant ministries. A ministry proposed the idea of establishing a dairy farm in Takeo Province, a location that had been studied by an Australian organisation before. To be able to register a trademark for their product name, they found the word **គីរី** (Kiri), referring to the mountain where the dairy farm is

located, and ស្ករ (Sour), which means 'heaven' in the Khmer language. However, the product name in English would not be totally based on the Khmer pronunciation because the partner of KFM is Japanese, so the word 'Sour' was changed to 'Su'. Further, the colours of the logo are associated with the milk and its freshness.

Khmer Fresh Milk registered its trademark as Kirisu Farm for its product with the Department of Intellectual Property (DIP) to protect its brand name on 25 February 2020. Its trademarks are protected until 2030, based on the Cambodia Trademark Database, and they are subject to renewal.

4.3. Marketing Aims

The target customers of KFM are children and families. Naturally, to promote their milk products, KFM wishes to focus on marketing towards children, their mothers, and their families. Children always wish to try new things, but their parents ultimately decide what the children should consume, and KFM tries to build trust with those families through its standards for the best quality milk production.

Besides marketing activities and product sampling, KFM coordinates with schools for field trips, allowing 1,000–2,000 students to visit their dairy farm almost every week. The purpose of having these field trips is to allow these students to learn about the process of milk production, including: (1) the methods of crop growing and maintaining crops until becoming feed for cows; (2) the methods of raising and feeding cows; and (3) the milk production process. For these reasons, students learn that the dairy milk they drink is not easy to produce. According to this process, KFM hopes that these children will appreciate the results and find modern agriculture interesting.

Customers come to know KFM through their children, dairy farm field trips, and social activities. Further, KFM is also working together with the Ministry of Education, Youth and Sports (MOEYS) and the Ministry of Health (MOH) to gain trust from customers. The food programme in MOH has determined that dairy products are amongst the best forms of nutrition to consume in daily life. On top of that, to change customer perspectives, KFM has tried to find the chance to provide customers with samples of its milk and encourage them to switch from using imported products to local products. KFM uses this strategy to convince its customers, making them remember the brand and product without even considering whether they will buy it. KFM believes that even if some people are not customers today, they will become customers in the future because those who were used to consuming imported milk will become regular customers of KFM. Noticeably, during a shortage of its milk supply in September 2023, in the face of the increasing trend of

consumers purchasing Kirisu milk, KFM determined that a customer could only buy a pair of small bottles of milk to ensure that each customer could more fairly buy the milk, and to avoid customers buying more than one, which might cause damage to the quality of the milk. This is an example of what KFM can do for its customers when it is unable to provide a sufficient supply to the market.

Along with marketing through sample tasting, KFM bends over backwards to not disappoint customers; consequently, it has begun to enjoy sales from regular customers. KFM gains a higher reputation for its brand through referral marketing, and its regular customers try to urge their friends and acquaintances to support Kirisu as a local brand of milk with high standards.

KFM aims to expand its production in Cambodia rather than export to other countries. In the next 3–5 years, KFM plans to expand its market by producing many types of milk to meet market requirements. Presently, KFM's dairy farm feeds around 1,000 cows, and it is difficult to produce other products besides this pure milk. For example, to be able to produce small milk cartons that children can easily bring to school, KFM needs to have 3,000–4,000 cows on its dairy farm. Accordingly, KFM plans to import more cows to its farm to avoid another case of insufficient supply of pure milk in the market. KFM has no intention of changing its brand direction. Currently, it is only working on extending the sale of its products domestically. Furthermore, KFM plans to produce milk with some alterations, as it will require certain compromises to be suitable for supplying to coffee shops. In fact, milk production at KFM is limited due to the increasing number of customers who believe in the brand and quality of Kirisu. Children who are used to drinking Kirisu milk love the taste and do not want to change to another brand. For this reason, KFM is unable to produce various types of milk besides pure milk.

As the owner of Kirisu products, KFM focuses its work on production, manufacturing, branding, and marketing. However, for the distribution of its products, KFM is cooperating with a distribution company to manage the logistics, distribution, and handling of product set-up and money collection from purchasers at around 3,500 locations, including Aeon Mall, Makro, Lucky Supermarket, Bayon Market, FairPlus Supermarket, Superstore Supermarket, and coffee shops.

A simple way to maintain customers is to provide the best-quality products. Milk is necessary for daily use, even in homes or at coffee shops and bakeries. Therefore, the mission of KFM is to encourage those who use imported products to consider a shift to KFM products and accept the quality of Kirisu. More importantly, the customers of KFM are not only teenagers but range in age from 2 years old to 60 or even 70 years old. The

child population is growing every day, which is why KFM believes it will obtain more customers in the future.

Currently, there is no update on its marketing strategy, but in the future, KFM will update their business strategy based on the future market considerations and competition. Nevertheless, KFM believes that helping someone when they cannot afford it is the greatest thing that a company can do to build its own value and gain support from customers.

4.4. Method of Branding

KFM has used (i) product branding, (ii) online branding, and (iii) offline branding. At the time of introducing the brand, KFM used many methods to promote its brand in the Cambodian market, such as product branding, digital marketing, and a mix of online and offline branding to catch the attention of customers. Further, KFM is also working with relevant ministries and has won awards for 3 consecutive years for its products. A ministry has acknowledged that Kirisu Farm is a standard farm for milk production, and all the waste from the farm is recycled for further usage and is environmentally friendly. Even though KFM is a local company, the operation of its dairy farm meets high standards as recognised by both the Ministry and by international standards. KFM is also working and collaborating with other ministries. Every 3 months, the Ministry of Industry, Science, Technology and Innovation (MISTI) directly inspects the production process of the dairy farm. The Ministry of Health (MOH) also conducts lab inspections at the dairy farm. Corresponding to its consideration for the environment and the support it has gained from relevant ministries, KFM has caused its customers to believe in and continue to support its products. KFM runs its business not only to make profits but also to ensure the safety of its customers and the environment. Notably, Kirisu milk has obtained a Halal certificate, which is a must-have for Muslim customers.

KFM plans to produce cheese products in the future when its milk yield is sufficient for that market. At the moment, KFM has products such as pure milk, flavoured milk, yogurt, and butter. Notably, butter has not launched in the general market yet since KFM cannot supply a large amount, but KFM is selling this butter directly to 5-star hotels.

4.5. Effectiveness of Branding

Cambodia has many brands acknowledged by foreign countries, but milk products are not quite there yet. Thus far, KFM considers the Kirisu brand to be a product that represents Cambodia. Further, KFM wants to bring modern technology in agriculture to Cambodia.

Apparently, compared to Israel, Cambodia has a better climate and natural conditions for agriculture, but due to a lack of technological knowledge, it is not yet possible to obtain a strong harvest in Cambodia. Therefore, to promote the agriculture sector, KFM has asked one of the top companies in the world to design its farm as well as its business. KFM has built a strong relationship with the Government of Israel. Regarding communication between the Cambodian and Israeli governments, students majoring in agricultural studies have been provided the chance to study in Israel. In future, KFM plans to establish an agricultural training centre through the management and arrangement of the relevant ministry to provide modern agricultural knowledge to Cambodian people.

KFM builds its brand through product branding, but to sell its products, offline and online branding are the best methods for promotion. KFM believes that it has taken a huge step towards success for the company. However, a company cannot pride itself on and rely on such success too much, so it needs to strengthen attention without carelessness to avoid the failure of its business.

Milk is a basic necessary ingredient in various recipes. To grab online customers' attention, KFM plans to create a programme of cooking recipes online using its products to help promote the products and gain even more support.

5. Three Corner Coffee Co., Ltd.

5.1. History of Brand Establishment

Mr. Joshua A. Jones (Joshua), one of the founders of Three Corner Coffee Co., Ltd. (Three Corner Coffee), was raised in the Kingdom of Cambodia since he was a child. From the founder's perspective and experience, doing business in Cambodia is quite familiar to him, especially when it comes to the coffee business. Quickly glancing back to the history of coffee in Cambodia, which was brought by the French to plant in 1850, indigenous Bunong farmers were the first to learn how to plant coffee beans from the French. Up until the economic crisis in 2010, the export of raw coffee beans to neighbouring countries was decreasing. Additionally, the price of coffee beans was low, and some farmers decided not to plant coffee but instead to focus on pepper. This made Joshua feel regret over the loss of the coffee plants, and he was inspired to enter the coffee business. For this reason, and for the purpose of supporting social welfare, Joshua and the other founding members decided to establish a company called Three Corner Coffee Co., Ltd., which was registered with the MOC on 5 March 2010. Compared to other countries, the potential of the coffee business in Cambodia in 2010 was limited. Not many people regularly drank coffee during that time. However, Three Corner Coffee did not give up as it foresaw the potential of the

business by believing in a future where people would increase coffee consumption just as Western countries had done. Consequently, Joshua started up the business in Cambodia by choosing an international standard methodology for roasting coffee beans. His expectations came to fruition when the coffee business in Cambodia grew and expanded not only amongst the upper class but also amongst the middle class and students.

5.2. Branding Concept

Three Corner Coffee has four distinctive products: (i) Kampuchea Gold; (ii) Kampuchea Double- Roast – 100% Robusta Cambodian coffee beans; (iii) Mekong Espresso Blend, a mix of 75% Cambodian coffee and 25% Laotian and Vietnamese coffee; and (iv) Bolovens Plateau Blend – a combination of 50% Laotian coffee and 50% Cambodian coffee. Amongst those products, Kampuchea Gold is the product that customers support the most because of its fantastic, fresh taste and reasonable price that everyone can afford. Further, even though Cambodian Robusta coffee is combined with Laotian and Vietnamese coffee, Three Corner Coffee ensures that these coffee products must be included with at least 50% Cambodian Robusta coffee beans, meaning that these products do not lose their real flavour, particularly the signature flavour of the Cambodian product.

Figure 4.8: Logo of Three Corner Coffee Roaster



The logo of Three Corner Coffee was designed to be three standing coffee beans. It indicates the country-of-origin locations – Cambodia, the Lao People’s Democratic Republic, and Viet Nam – where the coffee beans are grown. The unique characteristics of Three Corner Coffee include the freshness of the coffee, and consumers can enjoy the smell and taste after roasting within 7 days. When competing with imported brands in Cambodia, those brands are not able to sell their products with such a level of freshness and aroma in the coffee. Moreover, the coffee beans of Three Corner Coffee are roasted in line with international standards. From the local practices of roasting, it is commonly seen

that coffee roasting in Cambodia tends to mix in butter, corn, or beans, etc. Speaking from international standards of coffee roasting, roasting only the coffee beans by themselves without any additions gives a consistent flavour to the coffee. As Three Corner Coffee cares about the quality of its coffee, it obtained a standards certificate recognised by the Institute of Standards of Cambodia for its product. Around 2019, Three Corner Coffee obtained a Halal certificate so that all Muslims can enjoy drinking its coffee without worrying about its production.

Three Corner Coffee has registered its trademark with the DIP to protect its brand name. The trademark is protected until 2031 based on the Cambodian Trademark Database, and it is subject to renewal. Three Corner Coffee registered its trademark because it planned to properly perform branding in a standard way from the beginning. So far, the company has not seen any legal entities copying the brand name, but it has seen some products try to copy Three Corner Coffee and its roasting machines as well.

5.3. Marketing Aims

Three Corner Coffee is targeting domestic customers and produces its coffee by thinking about people who like the authenticity of coffee and its freshness. The company is trying to produce a coffee with a special price that all classes of people can buy. As a result, to get attention from consumers, Three Corner Coffee has decided to make a new coffee product, a coffee sachet named 'Kiri'. Its name refers to the top of a mountain, and it has a suitable price for every social class and is easy to make by simply putting the small coffee bag into hot water to make a cup of fresh coffee. The purpose of creating this product is to catch the attention of consumers. When they taste it, they may wish to try the main products sold by Three Corner Coffee in the future. The company is cooperating with various supermarkets to sell its products, but that is not enough, and it also wishes to sell its products to distributors and in small shops so that customers can enjoy the coffee from their own homes by buying a small package of coffee anywhere.

Further, foreign customers are also a future target customer group. After becoming successful in the domestic market, Three Corner Coffee will consider selling its coffee to foreign customers abroad. Currently, Three Corner Coffee sells its products to foreign countries such as Germany and Japan through its broker, at an interval of one order every 2–3 months. It is not a huge amount for exporting, but Three Corner Coffee has a future target of exporting extensive amounts of its coffee to international markets. Furthermore, Three Corner Coffee is planning to export not only roasted coffee but also raw coffee beans as well.

5.4. Method of Branding

Three Corner Coffee has used (i) product branding, (ii) online branding, (iii) offline branding, (iv) service branding, and (v) co-branding.

Three Corner Coffee builds its brand through product branding and is now trying to build a relationship with the Ministry of Industry, Science, Technology and Innovation (MISTI) as an offline branding activity because the company wants to try different things by producing different types of coffee. For online branding, Three Corner Coffee has used social media to advertise, for example, by posting a photo of its products. As mentioned above, Three Corner Coffee has produced a new type of coffee name Kiri, the first sachet coffee product and an innovation in Cambodia. Three Corner Coffee wants their coffee to become the national brand everyone recognises when talking about coffee. Therefore, the company can achieve this fame by expanding its presence in the domestic market as much as possible.

Since Three Corner Coffee is looking to expand its company in the future, corporate branding will come next in the process. Further, the company is currently working with a factory in Mondulkiri province to produce raw coffee, and in the future, the company will work with the relevant authorities to obtain a geographic indication (GI) for this coffee.

The company also promotes its brand through online platforms and by offline branding. The company sells directly to customers by providing them with a direct experience, after which they become regular customers. For example, Three Corner Coffee lets customers taste the flavour of the coffee and has provided free coffee drinks in the form of sponsorship at events to offer the chance of a direct sample tasting experience. For instance, the company has provided free coffee for MOC events at Khmer product exhibitions. Further, Three Corner Coffee has also promoted its coffee brand with some newspaper companies, such as the Phnom Penh Post and Cambodia Daily by providing the coffee to those companies rather than paying advertising fees.

Moreover, concerning co-branding, the company used to advertise its brand with a hotel on social media by using hashtags alongside and featuring the chain of hotels advertising the products on the home page of Three Corner Coffee. Since 2011, Three Corner Coffee has cooperated with Koh Songsaa Resort to provide coffee. Up until now, the company has also co-cooperated with Phum Baitong in Siem Reap, Koh Reusey, Koh Krobey, and Koh Aphichun.

Three Corner Coffee also does co-branding with Hyatt Regency, and the company's coffee sachets can be found at their hotels. Finally, the company also does service branding by considering subscription options through which the company can deliver coffee to

customers to maximise its freshness. The promotion of the local brand has been a bit challenging as the coffee business was not always popular like it is now. Prior to the Covid-19 pandemic, Three Corner Coffee's brand had already become known in the market. However, after the pandemic, Three Corner Coffee has been finding it hard to promote its brand as it is difficult to communicate with customers, both the middle and high classes. Even though Three Corner Coffee tries to make direct communications with the staff or managers of some coffee shops or companies, these people cannot make decisions on behalf of their superiors. Thus, the only way to be able to sell the coffee is for Joshua himself and his wife to meet with the directors of those targeted companies.

Three Corner Coffee appraises that its company can achieve more value and acknowledgment from consumers when the right partners understand the quality and value proposition that they are aiming to reach. Three Corner Coffee does not focus on only the coffee business but is also working on corporate responsibility and sustainability for farmers and the environment, such as by using rice straws and promoting Cambodian production.

5.5. Effectiveness of Branding

Most coffee in Cambodia is roasted outside of Cambodia. Once the coffee is roasted, it is then shipped to Cambodia. However, Three Corner Coffee is different from others, as the company has its own roasting machines and, after importing the raw coffee, they begin choosing the best quality coffee beans and then roast them. Coffee from the company is made to high standards, and the company guarantees freshness and a rich aroma. For these reasons, most customers choose Three Corner Coffee over other coffee brands. Three Corner Coffee is working with a distribution company to perform retail functions in supermarkets.

The company retails its own products by putting them in most markets and supermarkets, such as Lucky Mart, Aeon Mall, and mini marts, totalling around 80% coverage through these channels in Cambodia. The reason why Three Corner Coffee focuses on selling coffee through these markets is that it wants its customers to be aware of its brand and product, after which the company will begin wholesaling its coffee by selling to coffee shops and restaurants. Even though the profits for retail sales are lower than for wholesale, the company can attract more customers this way. Then, those customers will become wholesale customers of the product. Moreover, the company also uses social media like Facebook to promote the brand.

Three Corner Coffee is passionate about bringing innovation to its coffee, so it is trying to build communication with MISTI for the future innovation of its coffee. Currently, the company has created the new Kiri sachet coffee product with a new, fresh taste, but it is still not yet ready for sale in 100% of supermarkets, and the company will also try to look toward new updates to its coffee in the future.

As a producer and supplier of coffee beans, Three Corner Coffee does not intend to challenge other coffee shops, as most of those coffee shops are also customers of Three Corner Coffee. However, the company sees a future in which it opens garden-based coffee shops with an original concept so that it may help build the advertising of the coffee brand. Furthermore, the company is working with indigenous Bunong people and is trying to promote them by advertising the value of their work. Afterwards, the company can engage in proper marketing towards customers who love to drink pure coffee. Thereby, within this concept, when customers come to the shop to buy coffee, they may not feel that Three Corner Coffee is trying to compete with its own customers, but rather it will allow customers to become more interested in the concept and continue to support the brand. The company, as always, will try to provide a signature taste for the brand that customers can only find at Three Corner Coffee.

Three Corner Coffee guarantees quality coffee, which means that the taste and freshness of its coffee will never change. For this reason, the company can build trust with its customers so that they will continue to support the products. The method of having customers taste the coffee is the best way to gain new customers as Three Corner Coffee is confident in the taste of its products. Once one tastes its products, they will want to drink them again and again.

6. Farmex (Cambodia) Co., Ltd.

6.1. History of Brand Establishment

Farmex (Cambodia) Co., Ltd. (Farmex) was founded by Mr. Marat Koterev (Marak). The brand was created for a variety of reasons. One reason was that Marak is from a cold climate (Russia) where growing crops is difficult, and so he desired to find a way to grow crops. Since he wanted to invest money outside of his country, he had toured most countries in Asia to find what he was looking for, and it just happened to be in Cambodia. He was a tourist in Cambodia in 2014, and he came again in 2016 to invest in a Kampot pepper plantation with capital of US\$700,000 from his two partners (BFM.RU, 2020). During his first visit to Cambodia, he became interested in the price of land. The land his company had bought was land on which the previous owner had planted Kampot pepper,

so the company had some pepper trees at the time of commencement. Their first products went on sale in 2020.

Farmex was registered with the Ministry of Commerce (MOC) on 2 February 2018. Marak named his company Farmex as a combination of the words 'farm' and 'export'. Moreover, Farmex is a member of the Kampot Pepper Promotion Association, which manages Kampot pepper Geographical Indications (GIs), and the Cambodian Organic Agriculture Association, which works for the promotion of organic agriculture. Farmex not only focuses on cultivating its pepper in Kampot province, but also in Kep province.

6.2. Branding Concept

Farmex uses the Cambodian term 'Kruntei' as its brand name, which refers to 'spice'. Kruntei is distinctive, easy for people to understand because it is simple to explain, and a pleasant sound for foreigners to hear. Since Farmex is quite new, it is working on designing its own logo for Kruntei to be more recognisable. The elements of Kruntei will include a pepper on a logo that displays the name Kruntei.

The brand, as of now, focuses on Kampot pepper. Farmex cultivates pepper using conventional methods, including the use of organic fertilisers and traditional methods for caring for pepper trees and gathering and drying pepper. To produce this high-quality product, Farmex works closely with local farmers. Through this approach, it gains local attraction and is a special pride of Cambodia.

Figure 4.9: Logo of Kampot Pepper



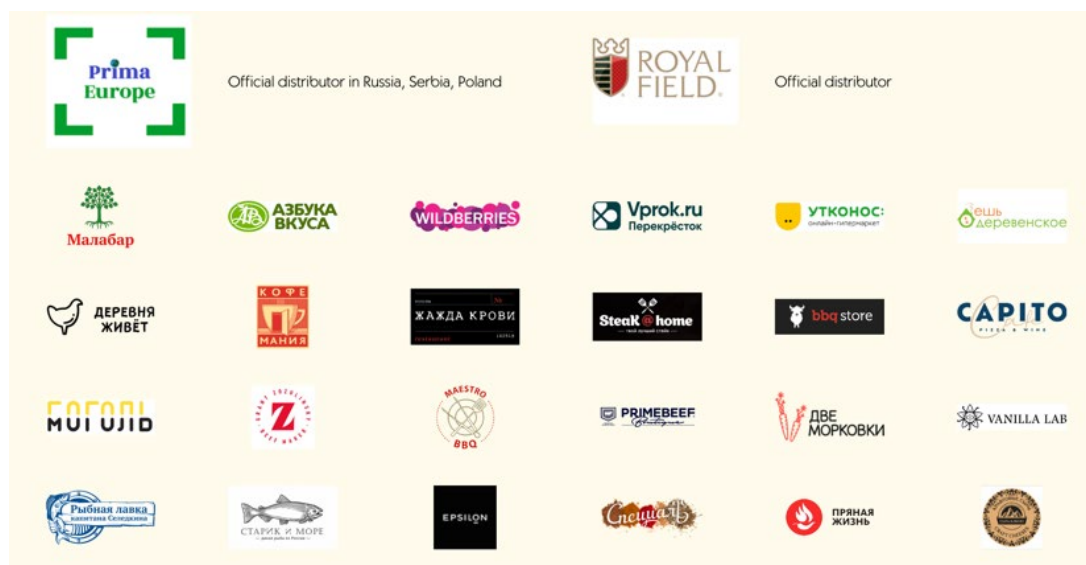
The term 'Kampot Pepper' is a protected name under a GI. However, the logo of Farmex that will display Kruntei is being designed. This indicates that such brand has not yet been registered as a trademark. Kruntei has been registered in some countries, e.g. Russia, and particularly in European countries. Farmex needs to protect its product from fakes in the

consumer market. For registration in Cambodia, Farmex received consultation, but it was expensive, and it seemed the company would need to register all over the world. Instead of registering in Cambodia, Farmex has decided to register the brand in each customer's country but does not know when it will do so. Regarding the company name, the founder prefers not to register the company name with the Department of Intellectual Property, as its brand is Kruntei and not Farmex.

6.3. Marketing Aims

The main target customers are those in European countries, and a smaller segment of target customers is local tourists. Farmex also sells to markets and some shops, but in small quantities. Farmex specifically focuses on distributors rather than directly connecting with consumers. It has an official representative partner in Russia with official distributors in Russia, Serbia, and Poland (Kruntei by Farmex, n.d.).

Figure 4.10: Partnerships with Farmex



Farmex sources all types of Cambodian pepper and depending on the degree of maturity and processing methods, it can obtain different peppers ranging from green to white. In accordance with Farmex's website, they extract each type as follows:

- Green pepper is a young fruit that is used fresh, has a delicate aroma, and has a moderately spicy taste, leaving a special aftertaste. Green pepper is the basis for the

sauce used to prepare Cambodian national dishes. This fresh pepper is ideal for meat and fish dishes, and for seafood and poultry.

- Black pepper is obtained when the berry begins to ripen and turns dark green. The pepper is collected and dried in the sun. The collection takes place from late January to May. Kampot black pepper has a rich spicy taste and a complex aroma with notes of thyme, eucalyptus,, and mint. It is suitable for all types of meat dishes, cheeses, soups, and salads, as well as fried fish.
- Red pepper is a fully ripe red berry on the vine, which is selectively picked and dried in the sun. The collection takes place from late January to May. Kampot red pepper combines the sharpness of black pepper and a soft spicy aroma with honey and fruit notes. It is ideal for meat, desserts, alcohol, and adding bright accents to any dishes.
- White pepper is obtained from yellow and orange berries. They are soaked for several days in water, then when peeled and dried in the sun, the pepper acquires a light grey, almost white, tint. Kampot white pepper is less spicy and has an exquisite taste and delicate aroma with notes of fresh herbs and citrus. It is ideally used for fish and seafood, veal and pork, poultry, salads, and omelettes.
- Kampot salted pepper is a green, freshly salted and fermented pepper with a bright, rich, and pungent taste. Depending on the degree of spiciness, the peppercorns are harvested from November to January. Salted pepper is great to add to meat and fish dishes, cheeses, soups, pates, omelettes, pasta, salads, and sauces. It is also used as a separate snack and even used in toasts with jam or with chocolate.

With these types of pepper and such a diverse range of use of Kampot pepper with various foods, Farmex has strong potential in the pepper market.

6.4. Method of Branding

As per the interview, the company has used a few methods of branding, such as (i) product branding, (ii) co-branding, (iii) geographical branding, and (iv) offline branding.

- (i) Firstly, for product branding, the company focuses on a single product, which is Kampot pepper, and even its brand design is related to pepper.
- (ii) Secondly, for co-branding, the company works with other companies to sell their final products.
- (iii) Thirdly, Kampot pepper is a product geographically based in Kampot and has been registered with a GI and is well recognised in European countries. Thus, the product itself already attracts consumers who wish to purchase Kampot pepper.

- (iv) Lastly, for offline branding, the company sells its products specifically to tourists in a shop in Kampot.

The business puts more of its attention on distributors rather than on attracting customers directly. Distributors receive samples of the company's Kampot pepper throughout the pepper season, and if they are satisfied with the product, they will place large orders.

Farmex does not have any plans to change its brand direction, as it currently has a lot on its plate. There are a lot of competitors in this field, and they are larger firms. However, Farmex is not that small, and it has produced a unique product that not many companies have. For future branding, Farmex has the vision of creating a shop for selling Kampot pepper as a souvenir in Siem Reap. In addition, Farmex will work closely with local farmers to grow the crops, and Farmex will purchase directly from such farmers.

In addition, Farmex collaborates with other businesses to market its goods. For instance, the company distributes Kampot pepper to a business, which then sells the pepper under its own brand rather than Farmex's. In essence, these businesses purchase Farmex's finished goods and brand them with their own logos. The company is unconcerned because Kampot Pepper is a unique product.

6.5. Effectiveness of Branding

Kampot pepper is well-known, both locally and internationally, and was recognised as a European Protected Geographical Indication (PGI) in 2010 and then in 2016 as a Protected Designation of Origin (PDO). This showcases the value of Kampot pepper amongst world recognition for products, spirits, and other agricultural products (Kampot Pepper Farmex, n.d.). As Kampot pepper is a well-known trade name, the promotion of Kampot pepper for the purpose of sale is not supposed to be difficult because of its guaranteed quality and unique aroma.

For the time being, the company sees little opportunity in the local market because the price of Kampot pepper in Cambodia is significantly lower than the price at which the company exports. Despite this, the company wishes to build a small shop in Siem Reap, which is a plan for local expansion. As for the expansion of products, the company wants to purchase products from the farmers instead of farming themselves. It will work closely with the farmers to grow and purchase the products that result from their collaborations.

7. Khmer Household & Healthcare Co., Ltd.

7.1. History of Brand Establishment

Khmer Household & Healthcare (KHH) was established in 2015 and began its business operations in 2016. KHH came into existence after the founder, Mr. Pengky Sang, a Khmer national who lived in France, and his Korean friends visited Cambodia and went to the local market to shop for healthcare and homecare products. There, they noticed that most of the products displayed were imported from other countries. At that time, his Korean friends said that historically, whilst Cambodians were amazing because the Khmer Empire had built the Angkor Wat Temple World Heritage site, there were no local brands for healthcare or homecare products. This observation was moving to the founder, and it became the reason why he and his Korean friends decided to establish KHH under the Khmer brand name. They made a commitment to produce local products with high-quality and high-standard formulations from the Republic of Korea (henceforth, Korea).

KHH's products are produced and manufactured locally in factories based in Phnom Penh, Cambodia, which operate under strict international standards to create trusted, high-quality products. It began creating and registering trademarks with words from the Khmer language, such as 'Klen', 'Saat', and 'Lor'. These are described below and came from the inspiration to have local brand names in Khmer.

- 'Klen' in Khmer means 'smell', and this is a brand for personal care products, such as shampoo and body wash, general disinfectant sprays, intimate wash, and professional shower gels, etc.
- 'Saat' in Khmer means 'clean' and is used for homecare products like dishwashing liquid, fabric softener, and antibacterial cleaners.
- 'Lor' in Khmer means 'good', which also represents the quality of products as in the phrase 'good products with good prices', including dishwashing liquid, laundry detergent powder, and multi-purpose cleaners, etc.

7.2. Branding Concept

Some Cambodians do not easily trust in or give much value to local products, especially new and upcoming products. They may think that local products are not standardised or of a high quality, and thus, when they go shopping, choosing local products is not a priority. These are just a few reasons amongst many why Cambodians tend to ignore and not support local products.

For the first 2 years, the company exerted a great deal of effort in promoting its products in the local market, as it faced resistance from some customers with the mindset that they would not use or support products produced in their own country. Regardless, the company still endeavoured to bring its products to customers until it could earn their trust and awareness.

KHH is a contemporary Cambodian brand offering high-quality personal and household care products. The company aims to provide premium products for everyday life in Cambodia. The formulations and some of the ingredients are imported from Korea and acknowledged by international standard ISO 9001-2015 as being certified and constantly surveyed to ensure that customers can enjoy the perfect experience whilst using the products. It develops its products with a team of industrial specialists in Korea, led by a project manager with more than 30 years of experience in the industry (Pelprek, n.d.).

KHH's slogan is 'Better Choice, Better Life'. Based on this slogan, the company aims to provide high-quality products to customers and a high level of care for customers' health.

Figure 4.11: Logo of Khmer Household & Healthcare



Figure 4.12: Logo of Klen



Figure 1: Logo of Saat



Figure 2: Logo of Lor



7.3. Marketing Aims

KHH products can be used by both men and women, and it targets those between 18 and 45 years of age. The company focuses on distribution through two main channels, which are modern markets (supermarkets, marts, shops, and stores) and wet markets (local markets like Orusey market, Olympic market, etc.).

The company has an exclusive distributor with the capacity to deliver products to all vendors throughout Cambodia, but the marketing strategies are still under KHH's control as it has decided to still be responsible for all marketing. If any exclusive distributors wish to use promotions for special occasions in vendor stores or shops, they must receive prior approval from KHH.

Exploring further, KHH also has strategies for attracting customers to buy its products. As mentioned, KHH brought its formulations from Korea and some raw materials from other countries to produce high-quality products. This is one amongst many reasons to convince customers to buy the products. Another reason is that when customers begin using KHH's products, they have a sense of satisfaction and build an awareness of the company. To increase sales volumes, the company continues its promotions. These are the strategies that help the company succeed over its competition.

Other than the above-mentioned strategies, the company still has strategies that involve marketing based on current trends. In addition, the company observes a variety of social media platforms to determine which ones most successfully bring its products to the attention of its target customers.

Recently, the company has launched new products for babies under the Klen brand name, born out of cooperation with IG Trading and the Baby Outlet Shop, an expert in baby care products.

In the future, KHH also plans to expand to foreign markets, particularly neighbouring countries like Viet Nam, Thailand, Lao PDR, and Myanmar.

7.4. Method of Branding

KHH has used (i) product branding, (ii) offline branding, (iii) online branding, and (iv) co-branding. As KHH is a local brand, it is difficult for it to promote its products and earn the trust of customers and end users. In 2016, the company started promoting its products to the local market in many ways, such as by advertisements through television, publishing videos or content through social media platforms (Facebook, TikTok, Instagram), displaying products on banners and tuk-tuk vehicles, and by consignment to sellers to display physical products in markets. Other than these promotion strategies, the company also tries other ways to bring its products to the local market, such as through charity and donation activities to institutions or entities, which it did especially during the Covid-19 pandemic. These are some of the tactics through which the company earns trust from customers.

For the first year, it was difficult for the company to get customers to try its products. In 2017, their products earned public awareness and people started to trust in and keep using their products. Besides advertising, KHH also displays products, gives discount promotions, and promotes its products through corporate social responsibility (CSR). To grow the connection between the brands and consumers, KHH keeps promoting and advertising its products on social media and uses key influencers to review the products. As a result, customers remember the products and continue to use them. The reason that people choose and continue to use its products comes down to the high quality and reasonable prices. Further, the company's strategy also depends on packaging that fits with the product concepts. KHH always keeps updating product designs to find the best ways to reduce prices and have better value compared to imported products.

7.5. Effectiveness of Branding

KHH lines like Klen, Saat, and Lor are well-known brand names in Cambodia now. The products are on sale everywhere in supermarkets, stores, shops, and wet markets. Customers are able to buy KHH products in almost every market in Cambodia. For the first year, even though KHH's products did not get support and were not recognised by locals, the company still tried its best to market them to push products in front of customers and raise their awareness. After contending with all of these hurdles, the company's products became popular as local brands that many people could use and trust. There are two hero products with top sales volumes under the Klen brand name, which are the anti-hair-fall and anti-dandruff shampoos.

Their factory in Phnom Penh has also accepted agreements to be the OEM for some local companies wishing to make their own brands. The company has the capacity to produce its products for and send them to all 25 municipal provinces in Cambodia.

KHH measures its brands' success by the sales volume rate. If a sales volume hits the target, the company considers it to be successful. Even though the products' sales volumes keep increasing year on year, the company still considers redesigning the products' shapes or logos to make them even more appealing, if necessary, to attract more customers.

8. Thaung Trading Co., Ltd.

8.1. History of Brand Establishment

Prior to the establishment of Thaung Trading Co., Ltd., the initial enterprise was named Thaung Enterprise. It was established on 19 December 2016 and was registered as a salt processing partner for the Provincial Department of Industry, Science, Technology, and Innovation (PDISTI) in early 2017.

During that time, Thaung Enterprise was uncertain whether its salt could be exported or not. Therefore, they decided to register the company as a small taxpayer with the Provincial Department of Commerce. Due to the expansion of the business and for the purpose of exporting products to a buyer partner in Japan, to export products, Thaung Enterprise was required to register its company as a medium taxpayer, so the company officially registered its name as Thaung Trading Co., Ltd. (Thaung Trading) with the MOC on 29 May 2018. The reason that Ms. Thaung Thyda, the founder of Thaung Trading, registered these two companies separately was because she wanted to separate their businesses so that Thaung Trading could sell products other than salt, such as palm sugar,

pepper, and dried mango. Further, from the date on which Thaug Enterprise was registered, some investors intended to join the business, prompting the company to decide to register a new company with a different name.

Regarding the first batch of salt exports to Japan, the company worked hard to comply with the requirements of their Japanese partner. The company believed that once the products were exported to Japan, it would be evident that its branding could be spread to build awareness amongst customers in the local market.

Speaking more about the founder, Ms. Thyda is the daughter of a three-generation salt-farming family. Initially, she was a student who graduated with a Bachelor of Law and dreamt of becoming a lawyer. Further, she had no interest in salt farming or in running her ancestral farm. However, one day, when she returned to her homeland, she found that her family had gathered a high salt yield but could only sell it at very low prices. Finding a lucrative market for Kampot salt in the local area proved to be challenging, causing troubles not only for her family but also for many other salt farmers. Therefore, Ms. Thyda was contemplating the opportunity to potentially travel to other countries to study and explore their products and branding methods. She wondered why, despite having access to such strategies, she was unable to apply them to benefit her community in their current circumstances. For this reason, Ms. Thyda decided to establish a Kampot salt brand for the following purposes: (1) to generate business opportunities for the salt farming sector, enabling salt farmers to sell their products at higher prices in Cambodia; (2) to identify optimal solutions for marketing Kampot salt, both locally and internationally; and (3) to showcase Cambodia's rich tradition and culture to the global market through exported salt. To help her community and farmers whilst they struggle to find a suitable market for their salt and to gather sufficient yields of salt for export, Ms. Thyda has been cooperating with salt producers in Kampot who collectively own a total of 300-hectares of farmland (including Ms. Thyda's own 50-hectare farm). Further, to produce high-quality salt and relieve the financial problems of these farmers, Ms. Thyda has trained them on salt production, shared information about the market, and bought salt from them as well.

For the brand name, Thaug Trading named its brand 'Thyda' because Thyda refers to a woman who is carefully and gently doing her own work. Every step of salt production is done by hand, and one needs to pay attention when salt gathering. For branding, Thyda has two products: the first is a salt product, and the second is a pepper product. Besides these, Thyda's portfolio also includes another brand called Jular'sa.

8.2. Branding Concept

Thaung Trading started introducing its brand to the public in 2017. The company got its brand name from 'Thyda', which means daughter or angel daughter. This brand has a personal touch, as a significant number of Cambodians name their daughters Thyda. However, as mentioned previously, the Thyda brand of Thaung Trading is focused on women's empowerment, and the salt is gently and meticulously produced by women. The company also engages in business with the Kampot pepper as an additional product under the same Thyda brand. The company is more enthusiastic about engaging in the Kampot salt business rather than Kampot pepper. This decision stems from the already widespread recognition and appeal of Kampot pepper, and many traders are already involved in that market, so Ms. Thyda aims to distinguish her venture by offering something unique compared to other investors in the industry by instead focusing on Kampot salt. Whilst the main business of the company is the promotion of its Kampot salt, pepper from Thaung Trading is available to buy as a pair with the salt. Currently, the company has not yet launched a separate pepper business because the sales of pepper are far lower than for its salt business. In addition, the Thyda branding company also has the Jular'sa brand name for some of its salts. Jular'sa refers to the sea, signifying that the salt was harvested from the sea. The Jular'sa brand was created in 2017 to segment the sale of its salts between general consumers and wealthier consumers. One can only buy salt from the Thyda brand at supermarkets and organic stores, where the price and quality are higher and standardised. This is slightly different from the branding of Jular'sa, a brand in which the product focuses its sales on the general market rather than through supermarkets.

The business model for Thaung Trading is not just about profits; it is about lifting communities out of poverty and providing community support, akin to a family. The unique characteristic of its brand is authenticity; the company tries to convey to customers its core values, its mission in supporting its community, and its vision to see Kampot salt sold not only in local markets but also in international markets. For this reason, customers of Thaung Trading are also giving their support to the farming community by supporting the company.

Figure 3: Logo of Thaung Trading



Figure 4: Logos of Salt and Pepper Brands



Thaung Enterprise's logo depicts community support, representing all the farmers gathering their salt yields by their own hands to serve their customers. For the logo of the Thyda brand, an Apsara's hand is held out, and a woman standing on the hand is carefully, gently, and meticulously gathering salt. The person standing on the hand is a salt farmer working hard to gather the salt yields. Thaung Trading has registered its trademarks for Thyda and Jular'sa with the Department of Intellectual Property (DIP) to protect its brand name. The Thyda trademark was registered on 22 August 2016, with protection lasting until 2026, and the Jular'sa trademark was registered on 25 November 2020, with protection lasting until 2030, both based on the Cambodian Trademark Database and subject to renewal.

8.3. Marketing Aims

Thaung Trading has categorised its target customers, which are: (1) business-to-business (B2B); and (2) business-to-consumers (B2C), based on the brand. For B2B, the company sells products from the Thyda brand to supermarkets because this allows it to fetch a higher price than at local markets. Thaung Trading grows its connection to customers through its marketing and branding strategies. For its branding strategy, the company tries to publish its brand and convey to customers who they are and what Thaung Trading is doing. Through this approach, they build brand loyalty with customers by advertising their branding elements. Branding elements include brand positioning, brand promise, brand personality, brand story, and brand association. With these measures, Thaung Trading can build loyalty amongst its customers.

Further, for its marketing strategy, the company tries to bring the brand story as described previously to customers through exhibitions, publications on social media, education, and other channels related to its products. To earn a reputation and gain support for the Thyda brand, Thaung Trading uses a strategy contrary to most start-up companies who often explore methods of promoting their brands in the local market rather than the international market. However, due to local customer behaviour showing a tendency to support imported products, Ms. Thyda is using an opposite strategy, finding a way to export products to the international market and bring back those sales as a form of promotion in the local market that shows that the brand is high quality and is recognised amongst and exported to various countries.

Thaung Trading aims to export its Thyda and Jular'sa brand salts to more foreign countries in the future. Presently, the company exports its salts to Japan, Germany, Switzerland, the Czech Republic, and France (indirect exports) as Kampot salts under the products of Thaung Enterprise, with small volumes ranging from 10 kg to 20 kg. Currently, the company is working with the United States for the export of its salt under the Thyda brand name and has a goal of expanding its products beyond salt, potentially launching products like cashew nuts and dried mango under the Thyda brand and developing other brands based on consumer-based products and market demand.

Thaung Trading is dedicated to establishing a robust identity, maintaining consistency in its branding, and aiming to communicate effectively with its customers. The company has pledged an unwavering commitment to supporting the community, promoting sustainability and meeting the expectations of its customers. Beyond this commitment, Thaung Trading endeavours to meet customer demand for its quality-based products and adheres to high standards. Considering these efforts, customers opt for Thyda salt over other local products. Looking ahead, the company plans to enhance its brand support by

sustaining a positive brand reputation. Thaung Trading will explore additional strategies tailored to its target customers and specific markets and countries to further strengthen its position in the industry.

At present, Thaung Trading is cooperating with a Japanese partner for exports to Japan. Salt is exported under the Thaung Enterprise brand and sold under its own trademark with a company partner. Thus, when customers purchase these products, they know the brand and story of Thaung Enterprise. Thaung Trading is also working with another company involved in the Kampot pepper business, as well as the Kampot Pepper Promotion Association. Therefore, when customers purchase their pepper, the salt from Thaung Trading is attached as well. This is also a great method through which Thaung Trading can promote its brand and reputation in the local and international markets. For local markets, the company tries to maintain its business strategy consistently, and for the future, the company will consider a new strategy to update the existing one because, in following years, customers may change, and the market trends may also vary according to the market environment and competition.

8.4. Method of Branding

Thaung Trading has used (i) offline branding, (ii) online branding, (iii) co-branding, (iv) personal branding, (v) geographical branding, (vi) corporate branding, and (vii) product branding. In the initial start-up phase of Thaung Trading, Ms. Thyda built her own brand through the product branding of salt under the Thyda and Jular'sa brands. Then, she began to engage in corporate branding and personal branding to introduce herself and her brand to customers and investors. Additionally, she uses online and offline approaches to branding to advertise and promote her brand. Recently, she has been working hard with the relevant ministries and organisations to promote her brand and finally obtained a geographical indication (GI) for her product on 24 April 2023. Before obtaining the GI, the branding strategies of the company focused on quality, sustainability, and community support. Furthermore, for purposes of brand ascent, the slogan for the branding of Thyda is 'Sprinkle for Better Community and Health', which means that customers can use the product with trust in the fact that doing so helps the community. The slogan of Thaung Enterprise is 'Spirit of Sustainability'.

8.5. Effectiveness of Branding

The company has persevered in exporting its products to international markets. It will try to find additional and improved methods to export not only the products under Thaung Enterprise but also the Thyda and Jular'sa brands. Thus, the company expects that its products will succeed in the global market in the future. In addition, the company has envisioned building brand loyalty amongst international customers. The company attempts to convey to its customers that its brand is a product made in Cambodia with high quality and standards, and the product is sold not only for profit but also to support the community and the sustainability thereof.

Furthermore, companies recognise that as their brands gain prominence, the value thereof increases, which leads to the belief that a well-known brand can translate into equity or cash, especially in joint ventures or collaborations with investors. Amongst the methods of branding that companies use, personal branding is the most successful in building a brand. When customers or partners get to know the founder and the mission of Thaung Trading, they will recall Ms. Thyda and the story of the brand's salt, so the product will be better known and acknowledged by customers through personal branding. When the mission is to create educational branding, it is hard to find a person who is well known for the brand but is not the founder. Accordingly, only Ms. Thyda can convey the educational branding to customers. For this reason, most customers get to know her before her brand.

The methods that the company uses to measure its brand success are: (1) whether company sales are increasing; (2) whether customer loyalty is increasing through customer praise; and (3) determining whether customers in the market would continue to support the product if the price were higher than those of competing products.

At present, the company is studying the status of its existing brand to update it for the purposes of launching to the international market and on e-commerce websites like Amazon. Whilst it plans to keep the same tradename of Thyda, it will update the brand logo within the next year. The reason for updating the brand is to make it simpler and easier to remember for the target customers in the international market.

In the market, the company found some other products named Thyda, but the trade names are written in Khmer as ធ៊ីដា, and their products are different from the Thyda brand from Thaung Trading. The company also found other instances of the Thyda name in some markets, and these also sell their own products. Since those products and markets are not critically infringing on the company's brand, the company has not taken any action against those companies. However, if any products try to copy or infringe on

the brand of Thaug Trading, the company will consider filing complaints against those companies.

Before the company turned into the success it is today, the founder, Ms. Thyda, who came from a farming family, faced many problems, such as financial struggles and emotional challenges, and most people in her position would have thought it impossible to export salt products abroad. However, Ms. Thyda is overjoyed and has no regrets about her decision to start the business after her partner gained approval for the export of its salt to a country with strict import requirements like Japan.

Even 2 years after founding the start-up company, it is still very new to both her and her customers. The company must find a strategy to promote the brand because product sales are in a low range and its income is lower than its expenses. Ms. Thyda always asks herself whether she should have given up this business. However, she continues to maintain her personal commitment and motivate both herself and her team by keeping the community in mind. Despite the challenges, she is courageously confronting and revising her business strategy, ensuring it aligns with the needs and preferences of the target customers and her community.

9. MG Pacific Company Limited

9.1. History of Brand Establishment

MG Pacific Company Limited is a company that produces and sells premium paper-based products. There are 12 products, including round sugarcane plates, facial tissues, wet wipes, hand towel paper, toilet tissues, jumbo roll, visa paper roll, bond paper roll, ATM receipt paper roll, thermal paper roll, and carbonless paper roll, which all are virgin pulp, except the sugarcane plates, which are made from recycled sugarcane waste. Mr. Taing Socheat, Managing Director and Founder of MG Pacific Company Limited, shared in the interview that his business started in 2015, but before that he also worked for some of Cambodia's largest companies. With big ambitions and wishing his home country to have high-quality and expensive products, Mr. Socheat had been carefully considering the establishment of the company and the MG brand since 2013. Later, in 2015, the company was established as a sole proprietorship under the name MG brother and was transformed into a limited liability company in 2017 as MG Pacific Company Limited. The company was set up using savings from Mr. Socheat's salary and a mortgage on his house at the bank, and he started with only four employees whilst he had to do all the work by himself. Although the company has gone through some struggles to survive to this day, there is also the financial support of one of his Japanese allies.

Mr. Socheat named his tradename MG, where the letter M stands for 'Mean' in Khmer (which in English means 'exist') and the letter G stands for 'Grob' (which in English means 'sufficient'). It indicates the vision of Mr. Socheat that in the future, this Cambodian company will grow and have branches or subsidiaries everywhere in Asia-Pacific.

9.2. Branding Concept

All the company's products are linked to the culture and way of life of the Cambodian people. In addition to producing high-quality products, in 2023, the company also updated the box and packaging style to show rice and the Mekong River dolphin (Phsaaot), where rice is an important crop in Cambodia, and Mekong River dolphins are an important symbolic species and a living natural heritage of Cambodia. The design of the packaging and logo on MG products are in Khmer style, unlike foreign ones, and are unique and should not be compared with foreign products. Through all of MG's products, Mr. Socheat wants to cultivate nationalist ideas and affirmed that not all quality and standard products are foreign products. Cambodian people can also establish their own geographical and national identity.

Figure 4.17: Logo of MG Pacific



The logo of MG was designed with green and gold MG letters, where green refers to supremacy and gold refers to excellence. Notably, the arrow sign in the letter G refers to the prosperity of the company. MG has registered its trademark with the DIP to protect its brand name. Their trademark is protected until 2025, based on the Cambodia Trademark Database, and it is subject to renewal. The company applies and complies with all compliance obligations of all relevant ministries/institutions so it can protect itself, and the company believes that people have equal rights before the law and are entitled to equal protection by the law. Admittedly, MG's unique characteristics are loyalty, struggle, and longevity. The company's mission is to provide good quality products and services

with ease for every customer. More importantly, the company is open for investors both locally and internationally. However, under any circumstances, if a foreign investor comes to cooperate, the company must be a Khmer company and the foreign share cannot exceed 49%.

9.3. Marketing Aims

The company's targeted customers are high-end clients, such as supermarkets, banks, and luxurious hotels. Since its products are more expensive than imported products and are competitive, quality products, MG focuses its target market on high-end clients. Mr. Socheat does the marketing by himself to various supermarkets, such as AEON Mall, Lucky, and Thai Huot, etc. to promote his products. In particular, he often participates in various events and meets with the owners of many companies, hotels, and banks. During participation in these events, he always speaks and recommends his products to the people and companies. When the people start using the products, they are happy to use them and will continue to use them because of their quality, and customers believe in the quality and understand the vision and purpose of MG. No matter what the circumstances, MG always stays loyal without compromising on quality to get the most out of its products. This is one of the reasons why the existing customers choose the company's products over its competitors.

In addition to self-made handicrafts, MG has also cooperated with five other factories overseas, but in the future, when market demand increases and there is a need to export abroad, the company will develop production lines and set up and own a large-scale factory. Further, the company imports over 90% of its raw materials from China and Indonesia, which is an aspect that the company plans to change as it wishes to build a plant to produce all the paper for its products.

9.4. Method of Branding

MG has used (i) product branding and (ii) offline branding as its methods.

Mr. Socheat believes that online marketing is not good for the company's products since now there is a lot of fake news about the products and customers do not trust them. Some product owners have been conducting false marketing and using inappropriate ways for online marketing. For this reason, he understands that focusing on the quality of the product and contacting and communicating with customers directly is still a better method for the company.

9.5. Effectiveness of Branding

MG measures its brand's success through the increase of consumption and orders, where especially in the last two years, the company has achieved significant profits. Likewise, in 2020, MG won Country Star of the Year in Ha Noi, Viet Nam, and was then recognised by the CSR Awards presented by the European Chamber of Commerce in Cambodia 2021 and awarded by APAC Insider Magazine based in the UK as the Most Innovative Paper-Based FMCG SME 2022, which are the remarkable achievements (MG Pacific, n.d.). In the same way, to maintain the quality of its products, targets, and vision and to maintain the Khmer nationality of the company, the company plans to transform into a listed company and sell its shares to the public. However, Cambodian citizens would be the priority for consideration.

10. Daun Penh Trading Co., Ltd.

10.1. History of Brand Establishment

Daun Penh Trading Co., Ltd., is owned by Neak Oknha Ing BunHoaw (Neak Oknha), who is also the owner of Pro Vida's mark, a brand of spring water produced from a natural source of water in the tropical forest area of a mountain range in Kampot province, located in a region with a cold climate and abundant minerals in its mountain rocks. In 2015, Neak Oknha bought a pure water business called Tada Boko owned by His Excellency Nhim Vanda, and, at the same time, Tada Boko was rebranded to Pro Vida Natural Source Spring Water. After this, to make the brand name more memorable, Pro Vida Natural Source Spring Water was rebranded to Pro Vida with the taglines 'Spring Water' and 'Bokor Spring Water'.

One of the main purposes for creating Pro Vida was the focus on health, because Pro Vida Spring Water has sufficient nutrients and is healthy due to being high in sodium, calcium, nitrogen, and potassium, and the water comes from waterfalls in the untouched tropical rainforest and seeps through the porous mountain rocks into an underground aquifer, where the water is naturally purified and infused with rich minerals from the pristine mountains. This crystal-clear water resurfaces at a source full of goodness. Pro Vida is the first Cambodian spring water that is good for health and is processed through a smart micro filter from the United States containing the best minerals for health. It has received international certifications including ISO 9001:2015, ISO 22000:2018, HACCP, and GMP from the United Kingdom Accreditation Service, as well as a Product Registration Certificate with Registered Number ២២៧ 32098/21 from the Institute of Standards of Cambodia. Due to its health benefits, the spring water was named Pro Vida, with 'Vida'

coming from the Spanish word for health.

10.2. Branding Concept

The company highlights the health benefits of its product and has positioned the product as being good for all members of the family. In 2015, the company initially focused its concept on family use only. However, in 2018, the company shifted its focus from family use to the concept of health. Later, in 2023, the company determined that Pro Vida is spring water that is good for one's health, and the focused-on video production through social media to raise awareness that it is a Cambodian product with the format, design, and standards of foreign products.

Figure 4.18: Logo of Pro Vida



The logo of Pro Vida is designed to be memorable and obvious, and it is relevant to customers because it can be easily referred to in multiple ways, like 'Pro Vida' or as simply 'Pro' or 'Vida'. More importantly, its design incorporates the colours red and blue, which reflect the colours of the national flag of Cambodia, with blue also representing water. Pro Vida has registered its trademark with the DIP to protect its brand name. Its trademark is protected until 2026, based on the Cambodia Trademark Database, and it is subject to renewal. The company has not only registered its trademark but has also obtained its licences and certifications from all related ministries and institutions. The company considers that the registration of trademarks and related registrations are very important as they allow the company to protect itself from any infringement and fraud, as well as gain customer trust. Pro Vida's main brand elements can be considered its unique taste, the credit of its brand name, and social connections, such as its sponsorship of Kun Khmer (Khmer boxing) and other social activities.

10.3. Marketing Aims

Between 2015 and 2018, the target customers of the company were high-class citizens and families. Then, between 2018 and 2022, the company changed its target customers

by lowering the price of its products, but the price was still not competitive in the market. Therefore, from 2023, the company settled on a price that can compete in the market, especially against imported mineral water products. This is an effective tactic that Pro Vida employs to attract customers so that those from all social classes can buy Pro Vida spring water. In this way, the customers can buy good quality, drinkable water at an affordable price when compared to other drinkable waters on the market.

To influence the brand in the market, gain customers' trust, and become more relatable to customers, Mr. Ing Seav Chhuon, the Chief Executive Officer (CEO) of Daun Penh Trading Co., Ltd. has assigned teams with specific roles and directions to certain areas of Phnom Penh and nationwide to observe and meet the needs of existing customers and those who do not know of or use Pro Vida. Meanwhile, the CEO always meets directly with distribution depots to promote the benefits of Pro Vida and survey the market, and in case any seller or distributor rejects selling or distributing Pro Vida, the CEO and the company's teams will request the cause, reason, or problem leading to the rejection so that they can study and resolve such issues. One of the reasons for rejection, for instance, has been that some customers, sellers, and distributors do not trust that the produced water truly originates from the location claimed by the company. This is because there are a small number of other companies that have falsified water sources, wherein the location of the water source and the actual production site are not the same. Therefore, the CEO visits to study and solve the problems directly so that they may prove the company's values and create strong relationships with customers, sellers, and distributors, which also proves to gain an even higher level of customer trust. As a result, Pro Vida has reached numerous markets, and more customers trust the quality of Pro Vida, which is aligned with the direction in which the company wishes to proceed.

10.4. Method of Branding

Pro Vida has used (i) offline branding, (ii) online branding, (iii) geographical branding, (iv) co-branding, and (v) product branding. Pro Vida builds its brand through many means, such as by building the company profile through influencers and brand ambassadors and participation in exhibitions of local products and online advertisements on various social media platforms, including TikTok, Facebook, online ads, and videos promoted by influencers or content creators. The company also invests in offline physical branding through which it can reflect and communicate the Pro Vida identity, such as banners in many important places like streets, soccer fields, and other sports venues, and in markets and other public places. These align with the goal of the company to create a visual identity that customers can easily recognise and associate with Pro Vida.

Moreover, Pro Vida relates to customers by sponsoring Kun Khmer (Khmer boxing), schools, basketball, and e-sports, etc. so that its customers, as fans of those fields, can relate to their idols and think that using Pro Vida water means they are also involved in charitable work for society and feel that they are a part of all these activities.

Even though Pro Vida provides healthy products to customers and engages in activities related to its customers, it still strengthens its customer service, takes care of all customer issues, and always sets a schedule to check on customer orders. If any orders are declined or missed, the company exerts great efforts to check with customers to see if any problems were caused by the company so that they can find appropriate solutions for the customer. Further, in the future, the company plans to produce other soft drinks like juices; however, due to the current limited market and competitive prices, the company needs time to study the market further and internally consider the proposals.

10.5. Effectiveness of Branding

Pro Vida is always open to customer feedback and measures its brand's success through positive reviews from its customers, increasing numbers of customers and orders, and people becoming aware of what Pro Vida is, which is considered a remarkable achievement. In the same way, nice and attractive packaging, widespread advertising, ease of buying, the affordable price, and high quality are the reasons why customers trust and choose Pro Vida over its competitors and imported products. Notably, because of the high-quality standards of Pro Vida, the company is also considering exporting this brand to foreign countries in the future.

11. SBI Ly Hour Bank Plc.

11.1. History of Brand Establishment

SBI Ly Hour Bank Plc. (SBI Lyhour) is a subsidiary of SBI Holdings, Inc. It was established on 8 July 1999 and is a listed company on the Tokyo Stock Exchange. The group, headquartered in Tokyo, Japan, currently has more than 260 companies in over 20 countries and regions around the globe. The group is globally operating business in particular segments, such as financial services, asset management, biotechnology, and others. As of March 2020, the group had consolidated total assets of US\$52.8 billion, total paid-in capital of US\$881.57 million, and total revenue of US\$3.53 billion. The group is building a stronger corporate group by pursuing and exercising 'synergies' through the effective utilisation of management resources and organic coordination of business know-how within the group (SBI Lyhour Bank, n.d.-a).

SBI Lyhour was formerly known to the public as LY Hour Microfinance Institution, which transformed into a commercial bank after obtaining a banking licence from the NBC on 23 March 2020, with investment from strategic business partner, SBI Holdings Inc., which owns 70%, and 30% shared by Neak Oknha Ly Hour.

Ly Hour MFI was incorporated in August 2012 to provide micro-lending services. After transforming into a commercial bank, SBI Lyhour expanded with 37 licensed branch offices across the country and obtained 48 licensed branch offices.

The main purpose of SBI Lyhour is to offer a variety of financial services, from credit to savings and non-credit products, to different target groups of audience to improve their livelihood options and at the same time contribute to the growth of the Cambodian economy across the country.

The inspiration for creating the brand is to be the most trusted leading bank through financial innovation by continual self-evolution with high social responsibility and to promote and encourage financial inclusion through modern digital banking, trusted banking operations, and networks of agents in Cambodia.

11.2. Branding Concept

SBI Lyhour has two main elements, which are Red and Blue to represent both shareholders, SBI Holding INC. and Neak Oknha Ly Hour.

- Red is to represent the energy and solidarity to align with the bank's vision and mission to be one of the leading banks in providing financial services in Cambodia.
- Blue represents the trust, honesty, and accountability of the bank towards consumers.

It was big challenge for SBI Lyhour to promote the local brand due to the new brand establishment and low brand awareness, leading to trust limitations. To overcome this challenge, they believe time matters to build trust and confidence amongst the target audience, and they need a proper corporate brand awareness building campaign for new entry into the market.

SBI Lyhour started to promote and engage in brand awareness before having a physical headquarters building as a teaser to draw the public's attention from day one. They also organised a grand launch of the banking licence by inviting the regulator, the governor of the National Bank of Cambodia to preside over the ceremony to make the public aware of their presence in the market. More importantly, SBI Lyhour joined with a reputable

Japanese company, so Japanese investors will be a key target audience. To reach their target audience, SBI Lyhour uses both traditional and digital communication means due to having different targets of various levels of customers/clients for which the bank's products are designed. They also use integrated marketing communication tools, such as Above the Line (ATL), Through the Line (TTL), and Below the Line (BTL).

11.3. Marketing Aims

SBI Lyhour's objective is to provide services in any or all commercial banking business to individuals, SMEs, companies, and corporations in general as a contribution to socioeconomic development in Cambodia and elsewhere as conducted by all commercial banks internationally (SBI Lyhour Bank, n.d.-b). They target various customers via SME and commercial loans and trade finance. To attract customers, SBI Lyhour tries their best to provide fast and reliable customer service to create good first experiences for their customers at the first time of service delivery and with reasonable interest rates. They also try to make their products beneficial to what their customers need. Moreover, they also try their best in delivering clear messages from all sales team from the sense of responsibility, reliability, and trust, and always make sure that all staff understand well the product features and benefits as well as the unique selling propositions of each product and service.

They have partnered with Ly Hour PayPro, which already existed in the money exchange and money transfer business from long ago. This partnership benefits both in terms of branding and accessibility to all bank customers. SBI Ly Hour is also has bancassurance (partnership between bank and insurance companies) channels for the referral of life insurance products by partnering with Sovannaphum Life Assurance Plc. This helps protect their customers from any unexpected events. For internal money transfers, the bank has partnered with three well-known corporations, Ripple, SWIFT, and MoneyGram, to offer the flexibility to transfer money outbound and inbound for both big and small amounts of cash. They are looking for international partners to expand more financial services year after year.

To grow the connection between its brand and customers, SBI Lyhour provides free consultation and maintains ongoing support to make them feel close, friendly, and trusted in their brand. The reasons why people choose their services are because (i) SBI Lyhour treats customers as partners, (ii) they have fast and reliable service as well as staff accountability, and (iii) they always update and invest in new technology for modern digital

banking and bring in new products for a better customer experience (first mover/leader in the market).

To promote their brand, SBI Lyhour decided to form a joint venture between a reputable Japanese company and a Cambodian tycoon to meet the international standard for the bank to build trust for consumers. The bank commits and changes to see growth in the future. To retain customers, it also includes value-added service (VAS) for all customers without any extra charge or cost for customers.

SBI Lyhour's direction is to be the nearest targeted bank to which their customers have easy and convenient access when they need an available product/service. They have expanded with physical branch offices, agents, and ATMs/CDMs onsite and offsite for self-banking services, as well as a mobile banking app for more convenient access when needed. So far, with reliable, fast, and convenient service and a variety of financial products, customers can use the best-matched products to create a new business or expand a business, buying a house, and use Visa cards, ATMs/CDMs, money transfer, leasing, trade finance, and (local and international) savings/deposits for their future planning. As SBI Lyhour treats customers as partners, customers enjoy a lot of benefits from the bank.

SBI Lyhour is always observing both consumer behaviour and market trends, and its marketing strategies are adapted or changed based on those findings. They have weekly, monthly, quarterly, and yearly marketing competitor promotions and market analysis surveys to make sure that they can catch up with the trends in the current and future markets and consumer behaviour.

11.4. Method of Branding

SBI Lyhour has used (i) service branding, (ii) online branding, (iii) offline branding, and (iv) co-branding as its methods.

SBI Lyhour has introduced the bank brand to customers by using unique selling points or value propositions through both traditional and digital media channels, from radio to on-the-ground activation to social media channels, such as Facebook, Instagram, YouTube, TikTok, Telegram, and LinkedIn.

There are many different methods that they use to introduce their brand to their target audience, such as brand identity, messaging, differentiation, brand experiences, as well as marketing and communication.

SBI Lyhour builds its brand through two branding methods to link with the brand experience by building positive experiences for customers at every touchpoint. This includes interactions on websites, social media, packaging, customer service, and physical locations, such as consistency of service, product quality, and memorable experiences, which leads to brand loyalty and marketing and communication, such as advertising, public relations, content marketing, social media, and influencer collaborations. They mainly use a partnership model to expand their brand by becoming linked with well-known companies and corporates that have the same or similar target audience.

11.5. Effectiveness of Branding

SBI Lyhour sees that in the future, their bank will be a well-known, trusted brand and become top of customers' minds when they need financial services from a bank.

SBI Lyhour Bank won the Rising Star of Risk Management 2022 and Inspirational Payment Volume Growth 2022 awards from Visa (SBI Lyhour Bank, n.d.-b).

Their successful method is the brand experience, as they have their customer service culture, 'Create First Good Experience', where customers from day one can access any bank financial service at both the branch office and in the community (through field visits by staff in operation areas nationwide). With a good brand experience, customers can become loyal customers for the bank and create good word of mouth, leading to free promotion and advertising for the brand.

Therefore, they have their own research team to study brand recognition and awareness amongst target customers to see the success and improvement of their brand on a yearly basis. They can act accordingly to develop strategies to move their brand to another level in the customer's mind.

12. The Elephant Edition Co., Ltd. (Baby Outlet)

12.1. History of Brand Establishment

Mr. Chhin Rady, Chairman of the Board of Directors and one of the shareholders of the Baby Outlet brand, shared in the interview that he has a solid background in trade and business thanks to his family running a business for more than 20 years, and so he has a deep understanding of local and international markets. He wanted to continue doing business like his family, so he decided to establish the Baby Outlet brand on 15 August 2014. Later, Baby Outlet was legally registered as a company named The Elephant Edition Co., Ltd. on 28 September 2022.

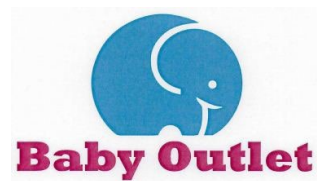
Based on chairman's background in trade and business when it comes to the wholesale and distribution of clothing and baby products, and seeing the need for good products for babies and pregnant women in the country without the inconvenience of having to go to different shops for different products, the brand was established to offer a one-stop solution, making it convenient for every mother to buy consumer goods for her children at an affordable price with good quality. Most of the products available at the shop are self-made under the Baby Outlet brand, and there are also imported brands exclusively for distribution. Baby Outlet was established with the main purpose of providing convenience to new mothers, new-borns, and children and has more than 15,000+ choices for necessary products that are of high quality and affordability. Baby Outlet also aims to provide educational assistance to new mothers who struggle with child-delivery preparation and help them products through free consultations provided by its friendly staff.

For the tradename, the chairman named his brand Baby Outlet because he loves the word 'outlet', which is often seen in many developed countries. An outlet is a large store that offers a comprehensive range of products at reasonable prices, with good service and always provides special promotions and discounts to customers. For that purpose, Baby Outlet is a place that provides new-borns, babies, children, and pregnant women with more choices of products.

12.2. Branding Concept

From the business' commencement date, Baby Outlet has been ready and will always be ready for its customers. Baby Outlet listens to all the needs and problems of its customers and fixes them by using the management standards of: (i) observing the current problems; (ii) identifying the solutions; (iii) testing the potential solutions; (iv) implementing the best solutions; and (v) checking the results from the solutions. Baby Outlet also provides training to its staff so that they are more knowledgeable for the sake of reaching the company's vision and concept of providing consultation to customers, especially new mothers, about childcare education. All the needs of customers are met from the heart, and services are provided to customers with love.

Figure 4.19: Logos of Baby Outlet



2015–2019



2019–2029

Baby Outlet's logo shows an elephant design. The elephant was chosen as it represents humans and is an animal that loves its babies just as humans do. Notably, the elephant indicates enlargement, as it is physically large but is still a gentle animal, and it has an especially long lifespan. Therefore, the logo depicting an elephant may also represent the large size of the business whilst it sustainably provides care and love to babies and mothers. From 2015, Baby Outlet's colour palette was light blue and pink, with blue representing sons and pink representing daughters. Later, from 2019 it was updated to the more muted colours of light pink and grey to meet current popularity and trends as to what looks nice. Baby Outlet has registered its trademark with the DIP to protect its brand name. Its trademark is protected until 2029, based on the Cambodia Trademark Database, and it is subject to renewal.

Baby Outlet's main elements are its clear vision, loyalty, and love for all customers and capable staff. Similarly, Baby Outlet's unique characteristics are friendliness, loyalty, and attentiveness to all customers. Thereby, when compared to other baby stores in Cambodia, Baby Outlet would be the first choice for customers because its 450 employees are constantly trained and instructed on how to provide customer service with satisfaction and love and meet the needs of mothers. Baby Outlet instils feelings of love and happiness to its staff because it believes that when staff are happy, they also happily serve customers. Further, Baby Outlet carefully considers customer needs by having a website providing parenting tips for parents who wish to research and gain new knowledge about childcare.

12.3. Marketing Aims

The target customers are new mothers, pregnant women, and children aged 1–6 years old. Baby Outlet provides more choices (15,000+) of quality products at affordable prices whilst providing loyalty and attention to all mothers. Thus, it benefits its customers by providing convenience and more choices whilst maintaining high quality and affordability.

In addition to providing customers with loyalty and attention, Baby Outlet has considered providing free delivery, even when buying only a few goods or goods at a lower price, as it wants to reduce customer difficulties, save time, and provide convenience to mothers who take care of their babies alone at home. This is how Baby Outlet captures the hearts of customers and keeps their trust.

To influence the brand in the market and to show how Baby Outlet stays loyal to its customers, Baby Outlet's procurement team always contacts customers to collect new information, enquires about new promotions, and offers additional items or things for the benefit of its customers. This is a win-win strategy for all three parties of the store, the suppliers, and the customers. Baby Outlet is loyal to its customers and builds trust, and whatever the suppliers offer to gift or add to the customers, the company provides the same to the customers accordingly. It goes beyond selling a commodity and reaches the level of inspiring great customer loyalty.

Moreover, Baby Outlet provides cooperative prices or special prices to insurance companies that provide special gifts as coupons to their customers. Baby Outlet also collaborates with international schools to do co-branding with the Baby Outlet logo displayed in the schools, and the company offers cooperative prices to the schools for the purchase of some school supplies and playground equipment. Regarding payment platforms, Baby Outlet cooperates with ABA and ACLEDA bank through KHQR code and Visa cards.

12.4. Method of Branding

Baby Outlet has used (i) online branding, (ii) service branding, (iii) co-branding, (iv) offline branding, (v) co-branding, and (vi) corporate branding.

Baby Outlet builds its brand through a combination of online (50%) and offline (50%) channels, and as the online sector grows, Baby Outlet will keep up with the trends and update to be a mix of online (80%) and offline (20%) channels. Both methods of branding Baby Outlet retain the same service standards for providing the best customer service and more choices (one-stop service), and customers are pleased to buy from Baby Outlet. If technologies are further developed in the future to where it becomes necessary, Baby Outlet plans to move to 100% online to keep up to date.

Even though Baby Outlet provides convenience to customers and more choices with a high quality and affordability, it plans to upgrade and develop its storefronts to be more comfortable, luxurious, and affordable. Baby Outlet aims to expand to the local market nationwide, especially to a few potential provinces. For oversea markets, Baby Outlet is

researching needs in Myanmar and Lao PDR as Baby Outlet also plans to expand its business there. In the next 8 years, after expansion nationwide, Baby Outlet also has plans to set up a kids' centre where parents can take their children to spend time on the weekend, complete with plenty of food for the little ones, a library, playgrounds, a swimming pool, a picnic area, performances of guitar and piano, and other entertainment at an affordable price. For these reasons, Baby Outlet does not have any plans to change the brand direction because it has already studied and understands the needs of its target customers.

12.5. Effectiveness of Branding

Baby Outlet measures its brand's success through customer feedback and by the increasing number of customers day-by-day, often being achieved by customers promoting the brand to their acquaintances, which is considered a remarkable achievement. Baby Outlet makes customers feel good about spending their money, going so far as to drive the extra distance to its stores instead of going to its competitors. Additionally, Baby Outlet is also looking to update the existing brand for the sake of improving and achieving excellence.

In the same way, Baby Outlet is going to bring new concepts from abroad to update its stores. For example, Baby Outlet has been studying foods from stores specialising in children's food in Japan, and it plans to import them to Cambodia and try to offer them at affordable prices to customers, showing one example of attentive and thoughtful consideration.

13. Chaktomuk Pest Services Co., Ltd.

13.1. History of Brand Establishment

Chaktomuk Pest Services Co., Ltd (Chaktomuk Services) registered its business with the MOC on 13 October 2016. The company owns two internationally franchised brands and has established one of its own brands. Its internationally franchised brands are Orkin Cambodia, which focuses on the latest technology in pest management, and IFS Cambodia, a professional cleaning solution that started in early 2023. In addition, it has its own standard local brand, Fumex, which was established in 2021 to introduce a new standard of fumigation to all types of commodity products in Cambodia.

Chaktomuk Services was founded by four young entrepreneurs; three of whom are Cambodian, Mr. Yeab Sokunthai, Oknha; Khorn Chhundara, Oknha; Uk Samrethpich; and

Mr. Giordano Thomas Ange, Marcel, who is French.

Chaktomuk comes from the official name of Phnom Penh City, also known as Krong Chaktomuk Serei Mongkol. The chosen name for the company is intended to identify its birthplace, reflecting its connection to the city. In Khmer, Chaktomuk also means 'four faces', symbolising the company's vision to serve customers from all directions and grow in every aspect.

Aspiring to become Cambodia's leading pest control company, Chaktomuk Services franchised Orkin, the United States-based, world's largest pest control company. They started operating as Orkin Cambodia in 2017. Building on its success, Chaktomuk Services expanded its services to include fumigation for agricultural commodities for exports produced in Cambodia, operating under the name Fumex Cambodia. Recently, it introduced IFS Cambodia, which specialises in facility cleaning solutions.

13.2. Branding Concept

Chaktomuk Services revolves around providing high-quality pest control, fumigation, and facility solutions whilst prioritising the use of advanced technologies and minimising the use of chemicals. Here are the key points of each service of Chaktomuk Services:

- *Orkin Cambodia*

As a leading pest control company in Cambodia, Orkin Cambodia has gained recognition from local and international companies in various industries, such as food and beverages (F&B), real estate, and commercial businesses. It offers services like general pest control, termite control, disinfection, pest consultation for food safety, and pest management. Orkin Cambodia focuses on using advanced technologies and fewer chemicals to control pests, ensuring minimal harm is done to the environment and people. Its vision is to deliver effective pest control whilst emphasising pest biology and advanced technology, thereby achieving the best results for customers. It also organises workshops to share knowledge about pest control and provides rigorous training to its technicians to ensure professionalism in both pest management and control.

- *IFS Cambodia*

Through a second international agreement, this one with the IFS franchise, Chaktomuk Services aims to bring service excellence, technological innovation, tailored solutions and world-class quality to Cambodia. By doing so, it aims to create job opportunities, enhance human skills, elevate industry standards, and contribute to the government's goal of improving living standards in Cambodia (Bangkok Post, 2023).

- *Fumigation Expert – Fumex*

Fumex is an expert in the field of fumigation, focusing on delivering services with the highest standards and safety measures for both agricultural products and humans. With expertise in fumigation, Fumex ensures the effective treatment and protection of agricultural commodities from pests, insects, and other potential contaminants.

By using industry-leading techniques and adhering to strict safety protocols, Fumex provides fumigation services that safeguard the quality and integrity of agricultural products. It prioritises the well-being of both customers and the environment, taking all necessary precautions to minimise any potential risks associated with the process.

Whether for grains, seeds, fruits, or other agricultural commodities, Fumex excels in offering comprehensive fumigation services to meet the unique needs of each client. Chaktomuk Services' commitment to professionalism, safety, and high standards enables it to provide reliable and effective solutions for fumigation in Cambodia.

Chaktomuk Services has not only brought advanced technology from its franchise owner but has also developed its own management, marketing strategies, and training programmes. This combination of expertise and innovation helps build trust with customers as they can rely on Chaktomuk Services for their pest control, fumigation, and facility solutions.

By leveraging the knowledge and experience gained from the franchises, Chaktomuk Services has been able to establish its own unique approach to delivering high-quality services. This demonstrates a commitment to ensuring customer satisfaction and continuously improving offerings. With a focus on providing effective and safe solutions, along with a dedication to professionalism, Chaktomuk Services has built a reputation that customers can trust. This trust allows customers to confidently continue using its services and rely on Chaktomuk Services for their pest control and fumigation requirements.

The mission of Chaktomuk Services is to raise awareness amongst the Cambodian people about the importance of pest control, promote public health, and provide top-notch services in the fields of pest management, fumigation, and facility solutions.

Figure 4.20: Logo of IFS Cambodia



Figure 4.21: Logo of Orkin Cambodia



Figure 4.22: Logo of Fumex



13.3. Marketing Aims

Chaktomuk Services aims to provide customers with a wide range of services across various industries, such as retail, residential, hospitality, F&B, real estate, and agriculture through its franchises, Orkin Cambodia and Fumex Cambodia. This demonstrates its commitment to meeting the diverse needs of its customers.

By offering pest control services and fumigation for agricultural commodities produced in Cambodia, Chaktomuk Services contributes to the export sector, ensuring that the agricultural products meet international standards and regulations. This helps promote the growth of the agricultural industry in Cambodia.

Its goal of becoming the top fumigation company in the country by 2025 shows Chaktomuk Services' ambition and dedication to raising service standards in the agricultural industry.

Through its expertise and commitment to excellence, it aims to be a trusted and preferred choice for fumigation services in Cambodia.

Additionally, by partnering with IFS through the franchise agreement, Chaktomuk Services plans to enhance customers' access to top-notch cleaning services. This not only provides better cleaning options for customers but also creates more employment opportunities and contributes to the overall economic development of Cambodia.

Chaktomuk Services has a comprehensive vision to deliver superior services, contribute to multiple industries, and contribute to Cambodia's economic growth.

13.4. Method of Branding

Chaktomuk Services has used (i) service branding, (ii) online branding, and (iii) corporate branding. Chaktomuk Services faced challenges initially when starting Orkin Cambodia. The lack of awareness and knowledge about pest control in Cambodia and the shortage of skilled technicians posed hurdles to overcome. However, it implemented a strategic approach to address these issues.

First, it focused on creating awareness and educated people about bugs and pest management through workshops and free consultations. This played a crucial role in increasing awareness and understanding amongst the public about the importance of pest control.

Second, it prioritised training technicians extensively on pest biology, the proper usage of chemicals and instruments, and effective pest control techniques. This ensured that the technicians acquired the necessary skills and knowledge to deliver professional and efficient pest control services.

Third, Chaktomuk Services emphasised the importance of building trust with clients by providing them with clear results stemming from the pest control services. This transparent approach allowed clients to see the effectiveness of the treatments and strengthened their trust in the company (Cambodian Young Entrepreneur Award, n.d.).

As a result of their dedicated training strategy, all the technicians at Chaktomuk Services became skilled professionals in pest control, consistently achieving the best possible results for their customers. This competence and commitment have allowed the company to earn their clients' trust, leading to low turnover rates and maintaining solid and long-term relationships.

Chaktomuk Services aims to extend the same level of trust and actual results through its other services under IFS Cambodia and Fumex Cambodia. By providing reliable and

practical solutions, it aspires to help clients acquire food safety certifications in the F&B industry and comply with all international third-party food safety and ISO standards.

This commitment to professionalism, customer trust, and actual results demonstrates Chaktomuk Services' dedication to delivering quality services and contributing to the well-being and safety of its customers.

13.5. Effectiveness of Branding

Chaktomuk Services has received achievements and recognition from Orkin America that are genuinely remarkable, winning the Fastest Growing Franchise Award and Super Star Award in 2018 and securing the number 1 ranking over 70 other franchisees in different countries for the Revenue Growth Award in 2019, demonstrating its exceptional progress and success within the industry.

Furthermore, Chaktomuk Services' collaborations with its real estate partners to conduct workshops and training sessions for residents is commendable. By providing advice and knowledge on pest problems and pest control, it is actively contributing to raising awareness and empowering people to address these issues effectively. Additionally, Chaktomuk Services becoming an exclusive pest control provider in the area shows a commitment to delivering specialised services within the real estate sector.

Chaktomuk Services also provides consultation to construction project owners on pest control during the construction phase, ensuring that pest management is incorporated right from the beginning. This proactive approach demonstrates a dedication to preventing and managing pest issues in various settings.

The recognition and trust gained from both local and international companies speak to the reputation it enjoys and the high level of service that it provides. By assisting clients in obtaining food safety certificates, following international standards, and achieving good marks in audit requirements, Chaktomuk Services plays a vital role in helping businesses succeed whilst maintaining compliance and quality standards.

Chaktomuk Services, through its leadership in Orkin Cambodia, has positioned itself as a reputable and influential company in the service industry. Its commitment to service excellence, public awareness, and collaboration are drivers of success as it makes a positive impact in Cambodia.

14. MyPhsar Online Market Co., Ltd.

14.1. History of Brand Establishment

MyPhsar Co., Ltd. (MyPhsar) was established in 2016 as an online marketplace founded by Mr. Kong Bun Norin, a Cambodian national, and Mr. Tomasz Magdziarz, his Polish friend. The idea originated when they faced difficulties in buying products at a market during a visit to Koh Rong. To ease this process for Cambodian consumers, they decided to create MyPhsar Online Market.

The inspiration for MyPhsar's logo came from the founder's visit to Siem Reap province, where the elephant symbolises strength and longevity. Specifically, an elephant is an energetic animal that can push heavy stones from the top of a mountain across 1,000 metres and through obstacles, which was the most necessary process in building the current World Heritage Site of Angkor Wat Temple. The founders envisioned building a brand that Cambodians would be proud of and that could promote Cambodian products internationally.

14.2. Branding Concept

MyPhsar serves as an online platform connecting buyers and sellers. Sellers can register and post products, and buyers can purchase a variety of items displayed on the platform. MyPhsar aims to assist SMEs in selling products online at a low cost whilst providing a user-friendly app to make transactions easily. The platform includes features such as notifications for sellers via Telegram, which ensures a safe and convenient experience with a low risk of falling victim to scams, and it has free delivery. Moreover, the MyPhsar team also helps to solve the problems of buyers and sellers, designing photos for sellers and teaching them how to use the applications provided by MyPhsar.

Figure 4.23: Logo of MyPhsar



14.3. Marketing Aims

MyPhsar, which presently hosts around 10,000 products, aims to establish trust and safety for its users. Currently, approximately 100 shops are registered on the platform. The application targets SMEs that need an online platform, and it ensures safety through a review process for seller companies to avoid scams and fraudulent products and sellers. The requirement for registration as a seller on MyPhsar is for the seller to set their precise location.

To enhance its connection with users, MyPhsar continually updates the application to be more convenient, maintains a trustworthy environment, trains its staff to be friendly and well-mannered, and collaborates with delivery companies to ensure timely and accurate product delivery.

14.4. Method of Branding

MyPhsar has used (i) service branding and (ii) online branding. MyPhsar utilises influencers and social media advertisements to create branding awareness. However, the number of people buying products on its platform is not increasing very much. The company is working on decreasing the number of sellers who do not provide their actual location, and the company expects that through taking this step, people will recognise and purchase products on the platform without fear of being scammed. The company emphasises precise seller locations and assists in designing product photography in a way to attract buyers. Buyers can also enjoy promotions shown on MyPhsar.

The platform incorporates a return policy for products when the deliveries are incorrect; for example, when products cannot be delivered to the buyer or when the products delivered to the buyer are different from what was ordered. Despite challenges, the MyPhsar team remains dedicated to system updates, sharing information, and participation in seminars to enhance their platform without giving up.

14.5. Effectiveness of Branding

After seven years of operation, MyPhsar has become the second-largest e-commerce company in Cambodia, with over 400,000 application downloads, 90,000 unique monthly users, and 180,000 social media followers in the first two years of the establishment of those channels. Currently, on the MyPhsar platform, there are around 1,000 types of products and between 100 and 200 companies registered on the platform. Mr. Kong Bun Norin said that he wishes to see an increase in the number of users over the next 4–5 years. MyPhsar is a brand that was strong enough to survive through the Covid-19

pandemic period. Whilst facing competition from other platforms, MyPhsar continues to thrive and hopes to see an increase in the number of users in the future, solidifying its position as a reliable online market platform.

15. G024 (Cambodia) Co., Ltd.

15.1. History of Brand Establishment

G024 (Cambodia) Co., Ltd. (G024) was established in 2015 by four founders and was ready to operate in 2016. At the beginning, the main purpose of creating the brand was to make an app to provide fast food delivery with good quality in Cambodia. The company name is G024 (Cambodia) Co., Ltd., but the brand name is Nham24. The word Nham in the Khmer language means 'eating', and 24 is a magic number that means 24 hours per day. For its first operation, Nham24 had only one main service, which was food delivery, but after the inspiration of the brand creation, Nham24 added two more services, Nham24 Travel and Nham24 Express. Nham24 Travel has services such as taxi delivery and booking for trips, where customers can book bus tickets and plane tickets when they want to go to the countryside. Meanwhile, Nham24 Express is a service that lets customers send their goods or documents from one location to another by booking on the app for express delivery. Therefore, currently G024 has three businesses: Nham24 food delivery, Nham24 Travel, and Nham24 Express.

15.2. Branding Concept

G024 promotes its brand on social media via its Facebook page, TikTok, Telegram channel, LED in Super Mall, and banners on their own taxis and Tuk Tuk. G024 also uses offline marketing to promote its brand by participating in events where the CEO or COO of a company provides speeches to share their experiences of a start-up company or business start-up or by entering into an MOU with a cooperating partner for a donation to a hospital. The brand tried hard to challenge and promote the local brand because they needed to compete with other big foreign brands. G024 started to raise brand awareness amongst the public in 2017. The main elements or unique characteristics of the brand are the services that allow customers to use the Nham24 app for 24 hours a day whilst other competitors' apps close.

Figure 4.24: Logo of Nham24



15.3. Marketing Aims

G024 targets everyone as their customers. They build the connection between their brand and the customers through responsive support. For example, when their customers miss a product delivery, they try to respond or fix the issue immediately. Their hotline service is very active in responding and providing quick service back to the customers. The company has also trained its drivers to be proficient at providing taxi services for customers.

The reason customers choose G024 over competitors is because they receive trustworthy and loyal service from G024.

15.4. Method of Branding

G024 has used (i) service branding, (ii) offline branding, (iii) online branding and (iv) co-branding as its methods. The company introduces the Nham24 brand to its customers through a multi-faceted approach. This has included online marketing campaigns in which it tries to show its services to customers and the creation of a video for promotion on social media. Therefore, advertising on social media is the best way for the company to build its brand.

The brand builds trust with its customers through a combination of methods, including:

- Transparency: It is transparent about its service and fees, ensuring there are no hidden charges, and it has also returned money to customers when a service was cancelled.
- Quality: It provides customers with quality products and good services.
- Educational content: It offers educational content to help customers understand its services better.

- Feedback and support: It actively collects and responds to customer feedback and provides excellent customer support.

Further, GO24 has cooperated and made partnerships with famous brands, big restaurants, and big grocery malls, such as Aeon Mall, Chip Mong Mall, and other grocery stores in Phnom Penh City, which can be seen as a method of co-branding activity.

15.5. Effectiveness of Branding

Now GO24 has successfully been established with 300 employees, 2,000 delivery drivers, 10,000 taxis, and 1,000 restaurants in Cambodia. In the future, GO24 wants to make its brand international, and it plans to expand its brand to other countries. As for its plans, it is considering changing and decorating its logo in some parts and adding more services to respond to the needs of its customers.

16. Banhji Fintech Co., Ltd.

16.1. History of Brand Establishment

Banhji Fintech Co., Ltd. (Banhji) was initiated in 2013, but the company's official registration first took place in Singapore in 2016, as was required by its investors after it won an award at the Startup Bootcamp Singapore competition. After incorporating its paid platform service, Banhji took further steps to officially register the company with the Ministry of Commerce on 29 April 2019.

Historically, having been an experienced consultant in the accounting and financial sectors, Mr. Sim Chankiroth, CEO and Founder of Banhji, began to convince shareholders to develop Banhji, an accounting software that reflects accounting and financial requirements under Cambodian practices, with the aim of providing micro, small, and medium-sized enterprises (MSMEs) with a financial platform and financial applications that are connected to Cambodia's payment and financing ecosystem. In 2016, Banhji started to provide free accounting software to SMEs. However, as SMEs already have the skills and human resources sufficient to undertake accounting procedures, Banhji changed its business target to focus on microenterprises by providing them with the accounting software from a sales and broader financial services perspective (InclusiveBusiness.net, n.d.).

The platforms and applications of Banhji enable MSMEs to make smart decisions, access digital financial services, and access working capital financing. Particularly, Banhji's first platform, an accounting and finance platform, focuses on the provision of software for

generating accurate financial statements for MSMEs as a tool for lending activities from financial institutions, which can help to contribute to the capital needs of individual MSMEs. In 2020, Banhji redesigned its platform after it was reassessed by experts who suggested that some parts must be redeveloped to avoid violating the intellectual property rights of existing accounting software. As a result, Banhji was updated from Banhji 1.0 to Banhji 2.0 and launched during October 2023. In addition to the first product of Banhji, a digital financial platform focusing on financial statements, there are three other platforms: a neo-banking platform, សហគមន៍ (Sahakum), a supply chain platform, Banz, and an e-commerce platform, Bench.

Banhji comes with the clear purpose of developing a Cambodian digital system in compliance with Cambodian accounting and taxation rules for financial and accounting operations to enable smart decisions, inclusive access to digital financial services, and innovative access to supply chain and working capital financing for MSMEs in Cambodia and at the regional level. The name Banhji was inspired by the Khmer term បញ្ជី, which refers to 'record' in accounting and financial terminology. It has a similar pronunciation in the Thai and Lao languages, regions which Banhji has targeted for the expansion of its services.

16.2. Branding Concept

For the brand's function, as an accounting and finance platform for improving financial confidence and compliance, Banhji offers financial platforms and applications that are connected to Cambodia's payment and financing ecosystem. These enable MSMEs to make smart decisions, access digital financial services, and access working capital financing. Banhji focuses on two of fintech's verticals, which are credit digitisation (based on alternative data points) and billing aggregation (Phnom Penh Post, 2017). Banhji is a financial technology company seeking to be the financial operating engine for MSMEs by helping them with:

- 1) Ensuring compliance by getting their accounting and taxes done;
- 2) Improving performance by getting important insights for informed decision-making; and
- 3) Improving cash flow with better access to cash and financing.

Additionally, Bench is its second platform centred around sales and revenue for powering revenue and growth engines. Thirdly, Banz is a supply chain finance platform that enables access to supply chain financing. Lastly, Sahakum is a platform for cooperative credit and savings for digitising cooperative credit and savings businesses (Banhji, n.d.).

Banhji's platforms have been designed with a focus on firms operating in four sectors: product-based, service-based, non-profit, and cooperative. Product-based is for manufacturing and/or distributing products; service-based is for providing general, education, or professional services; non-profit is for providing not-for-profit services or products; and cooperative is for agricultural cooperatives and savings groups.

Financial decision-making and inclusion are the main elements and mission of Banhji, and empowering financial decision-making and inclusion through all four platforms contributes to this mission. As stated by the CEO in the Cambodia Investment Review (2023): 'Digital transformation is vital for businesses looking to stay competitive. Aligned with the Cambodian Digital Economy and Society Policy Framework, Banhji's mission is to become the preferred business and finance operating platform for MSMEs in Cambodia.' Further, professionalism is a pillar of Banhji, and the platform offers professional consultation regarding its services. Banhji has unique characteristics that are hyper-localised and contextualised under the Cambodian perspective, and it offers deep connectivity with the banking system to help MSMEs access financial services surrounding financial decision-making and inclusion.

The registered trademarks of Banhji are set forth below; however, it also plans to redesign and remake its branding assessment to ensure branding consistency between the four platforms.

Figure 4.25: Logo of Banhji Fintech



Figure 4.26: Logo of Banhji Accounting Software



Figure 4.27: Banhji Short-Cut Logo



16.3. Marketing Aims

Banhji aims to improve financial inclusion amongst MSMEs and its strategic collaborative partnerships with MFIs, banks, and alternative financing start-ups. It also focuses on enabling MSMEs and their invoice payments, launching their targeted industry-specific applications, and strengthening their partnerships with financial institutions. Its most targeted clients are private companies, followed by NGOs (Phnom Penh Post, 2017). Noticeably, Banhji's brands benefit customers differently, depending on which platform the clients use. The supply chain platform enables users to sell their invoices as a method for the collection of funds, whilst the accounting platform helps users ensure compliance by getting their accounting and taxes done. Customers choose Banhji for its multiplicity of choices for users. This is a kind of push and pull effect strategy for Banhji to attract clients; they have different platforms that serve different services and functions. Users have many choices, so once they use one of their platforms, another platform will be used as well. That is why people choose Banhji over their competitors.

In terms of building the brand's connection with customers, the CEO himself promotes his brand through his personal experiences, background, and connections. The CEO had previously acquired a lot of experience in the accounting and financial industry, and he used to run a consulting firm in accounting and finance and was influential as an advisor and expert in that field. The CEO of Banhji said that to grow the connection between Banhji and their customers, he had been involved in helping his clients a lot through taking leading roles in associations and offering his services. With his qualifications and extensive experience and skills in accounting and finance, the CEO was able to approach his clients (the CEOs of leading banks and companies) effectively and this helped Banhji to become popular. He himself seems to be indistinguishable from 'Banhji', as he is known

as Banhji himself and Banhji in turn represents him too.

Another way to raise brand awareness for Banhji is digital marketing; more specifically, by promoting Banhji's platforms and services through Banhji's official Facebook page. Banhji is also considering online branding by creating a podcast to share the CEO's knowledge surrounding the financial sector. The CEO has also attracted customers through his partner companies that signed MOUs with Banhji, such as associations, audit and accounting firms, and especially banks. Currently, he has MOUs executed with over 10 banks, including ABA, AMK, and Sathapana Bank, and their cooperation has helped him by promoting Banhji through their websites. This strategy plays a critical role in attracting their customers and promoting the brand. Lastly, Banhji was also promoted through its development agency and/or donors. The CEO added that he cannot say which is the most effective way to attract clients, as it depends on the brand context, and all these strategies have both advantages and disadvantages.

Recently, to further improve access to digital financial tools and services, Banhji has also joined forces with Google Workspace to enable advanced financial reporting and analytics, specifically by preparing financial statements based on the Cambodian International Financial Reporting Standards (CIFRS) for SMEs with detailed notes for financial statements in the Khmer language (Cambodia Investment Review, 2023). According to Cambodia Investment Review, the joint initiative is named SME Kick-Starter Bundles, and it seeks to combine Banhji's financial services with Google Workspace's suite of productivity tools. The collaboration aims to equip Cambodian businesses with essential digital tools, streamlining their operations and facilitating easier entry into digital marketplaces. The CEO stated in the news that 'our platform paired with Google Workspace will help SMEs to automate business processes, improve compliance in the preparation of financial statements, and enhance financial and financing confidence' (Cambodia Investment Review, 2023). The integration between Banhji's accounting software and Google Sheets enables the preparation of customised financial reports based on management requirements, which is an outstanding feature of the partnership. This feature is specifically designed to meet local needs, allowing accountants to prepare financial statements in the Khmer language that are compliant with the CIFRS for SMEs. To access Google Workspace services through Banhji, MSMEs need to only register a business account with Banhji, and they can select Google Workspace via the user login admin portals, further simplifying the onboarding process for businesses. This collaboration between Banhji and Google Workspace is a milestone in Cambodia's digital economic landscape. It showcases Banhji's role as a stand-out SME in Cambodia, committed to providing local MSMEs with the digital tools they need to grow and scale

their businesses both in Cambodia and globally.

From an expansion perspective, the CEO's view is to strengthen the existing four brands of Banhji, សហគមន៍ (Sahakum), Banz, and Bench, to make them successful in Cambodia, rather than focusing on any brand expansion. Although these four brands offer different functionalities to different customers, the direction of Banhji remains focused on the accounting and financial platform. To maintain its customers, Banhji continues to offer free consultation services related to accounting and finance as a core strategy element as well as up-to-date technology to maintain its customers.

16.4. Method of Branding

Banhji has used (i) personal branding, (ii) service branding, (iii) co-branding, and (iv) online branding. The CEO has personally taken the lead in bringing Banhji to the public. He has taken on various roles and introduced Banhji at every opportunity he was involved in. Specifically, he contributed to the drafting of a policy paper in the financial industry, the drafting of fintech policy for the Asian Development Bank as an independent consultant, and published a book in the Khmer language, titled 'Finance for Non-Finance'. He has participated as a speaker and a panelist in conferences, both in Cambodia and at the regional level, such as in Indonesia. Further, his leadership roles in various organisations, such as the vice president of KICPAA and YEAC, have also played an important role in raising awareness of Banhji. He is highly recognisable and acknowledged by a wide range of people in the industry, and he himself represents Banhji personally. Consequently, personal branding has been the most successful and cost-saving method in bringing Banhji to its current success. Banhji is also considering online branding by creating podcasts for sharing knowledge surrounding its services.

16.5. Effectiveness of Branding

Digital financing will play a significant role in Cambodian economic development. With the emergence of fintech, Banhji is witnessing a significant transformation of the fundamental underpinnings of financial systems and processes (Phnom Penh Post, 2017). In addition, its emergence has also enabled growth in other sectors, particularly in e-commerce and other tech start-ups.

The new digital financial/accounting operating system of Banhji has been accepted by many banks, NGOs and companies. Banhji also won an award for being an inclusive fintech start-up providing MSMEs with a financial operating platform that is fully connected with the payment and financing ecosystem to enable smart decisions,

providing inclusive access to digital financial services, and providing innovative access to supply chain and working capital financing (BIGEIGHT, n.d.). This award was given by the IB programme of the Ministry of Industry Science, Technology & Innovation for the company for generating around US\$123 million in revenue and having an estimated impact on 1.7 million poor and low-income people in 2021.

According to Banhji's official Facebook page, Banhji signed a collaborative partnership with Heifer International Cambodia on 20 January 2023 to build the agricultural cooperative's financial management capacity, support their fintech adoption, and give access to supply chain financing. On 14 January 2023, Banhji signed a collaborative partnership with AMK to continue to actively contribute to economic recovery during the Covid-19 epidemic. Further, Banhji also partnered with the SME Bank of Cambodia by signing an MOU to mutually commit to promoting and developing SMEs by providing accessible and affordable financial benefits for the SME sector in Cambodia.

As for the personal view of the CEO, the brand's success is measured through the number of subscribers, the lifetime value of all platforms, and some services based on revenue earned.

17. Bongloy Payment Plc.

17.1. History of Brand Establishment

Bongloy was established in Cambodia in 2018. The brand was created by the collaborative efforts of a team of experienced professionals in the payment services industry, who identified a need for a more accessible and user-friendly payment solution without having to deal with big financial institutions in Cambodia. They came together to develop Bongloy, with a focus on providing a reliable and convenient payment service within this complex payment ecosystem.

On the other hand, Bongloy is a fintech brand, specialising in providing digital payment solutions and services to both consumers and businesses. The main purpose of creating the Bongloy brand was to simplify and streamline payment processes for individuals and businesses in Cambodia. In addition, the founders recognised the need for a secure, efficient, and user-friendly payment platform that would help drive economic growth and financial inclusion in the country.

The name 'Bongloy' was chosen because it sounds similar to 'Bongluy', a word that means 'make payment' in the Khmer language. This name was selected to convey the brand's primary mission of facilitating and simplifying payments in Cambodia.

17.2. Branding Concept

Bongloy was introduced to the public in 2018. Since then, it has continuously expanded its presence and services. Bongloy provides a comprehensive and innovative payment ecosystem, including mobile wallets and card payment, online payment acceptance, and other financial services, to meet the evolving needs of consumers and businesses in Cambodia. The development and execution of marketing strategies, brand positioning, and promotional activities are to enhance brand awareness and drive customer engagement.

The main elements of the Bongloy brand include convenience, security, accessibility, and a commitment to facilitating seamless financial transactions in Cambodia. Bongloy aims to be a financial powerhouse, serving as the backbone of financial infrastructure for its business partners. The brand is characterised by being approachable, reliable, and forward-thinking, with a strong focus on providing robust support for businesses in their financial endeavours. The unique characteristics of Bongloy include its focus on understanding and addressing the specific payment needs of the Cambodian market. The company uses advanced technologies to simplify financial tasks for its partners to allow them to focus on what they do best at in their businesses. In this way, Bongloy is helping more people to access financial services.

Figure 4.28: Logo of Bongloy



17.3. Marketing Aims

Bongloy's targeted customers include financial institutions and non-bank institutions. It fosters connections through customer-centric service, responsive support, and tailored solutions that cater to the unique needs of their customers. The most effective way to attract customers is through a combination of digital marketing, strategic partnerships, and a focus on delivering exceptional user experiences. This approach leverages the

growing digital landscape in Cambodia whilst providing trustworthy and efficient payment solutions.

Bongloy's brand direction is facing expansion, both in terms of its service offerings and geographical reach. It aims to continually enhance its services and make Bongloy a trusted name in the Cambodian fintech space. Bongloy benefits by offering customers/users a secure, convenient, and user-friendly platform for all their payment and financial needs. Further, Bongloy provides a useful service that helps customers save time, reduce risks, and gain access to various financial solutions.

The reasons why customers choose Bongloy over competitors include its commitment to customer satisfaction, robust security measures, and its focus on tailoring solutions to local markets. Bongloy maintains its customers by offering superior customer service, ongoing engagement, and loyalty programmes and continuously improving its platform based on user feedback.

The strategies used to promote the brand in the market, both locally and internationally, are a mix of digital marketing, content creation, community engagement, and strategic partnerships. However, Bongloy also collaborates with other corporations in the form of co-branded partnerships to extend its branding footprint.

17.4. Method of Branding

Bongloy has used (i) service branding, (ii) offline branding, (iii) co-branding, and (iv) online branding. The company introduced the Bongloy brand to its customers through a multi-faceted approach. This includes online marketing campaigns, social media promotion, partnerships with local businesses, and direct engagement with potential users at events and trade shows. Additionally, it leverages influencer marketing and word-of-mouth to create buzz within the community.

The brand builds trust with its clients through a combination of the following methods:

- **Transparency:** It is transparent about its service and fees, ensuring there are no hidden charges.
- **Security:** It invests in top-notch security measures to protect users' financial information.
- **User-centric design:** Its services are designed to be user-friendly, ensuring a positive customer experience.
- **Feedback and support:** It actively collects and responds to user feedback and provides excellent customer support.

- Educational content: It offers educational content to help users understand its services better.
- Consistent improvement: It continuously works to enhance its services based on user feedback and evolving industry standards.

In the future, Bongloy's plans include expanding its services portfolio, enhancing the user experience, and continuing to build its brand presence in Cambodia and potentially in neighbouring regions. This includes exploring opportunities for international expansion into neighbouring countries in Southeast Asia. The rationale behind this is to tap into new markets and contribute to the long-term growth strategy.

17.5. Effectiveness of Branding

Bongloy has successfully combined various branding techniques, with a particular emphasis on co-branding partnerships. This approach has proven to be successful in enhancing the brand's reach and impact, as it allows them to tap into the strengths and customer bases of its partners whilst creating mutually beneficial relationships. As a start-up, Bongloy is continually working to establish itself in the market and build the brand.

Bongloy will implement brand success measurement strategies in the future as it grows and gathers relevant data. It envisions a bright future for the Bongloy brand. As it expands into new markets, introduces innovative features, and builds strong partnerships, Bongloy aims to become a leading payment service provider not only in Cambodia but also across Southeast Asia.

18. Delightech Plc.

18.1. History of Brand Establishment

Delightech Plc. (Delightech) was established in 2018. The four founding members of Delightech met each other at a Japanese company whilst working in different departments. They were inspired to start a minimum viable product (MVP) programme named Cash24service on the internet after seeing the challenges and difficulties of accessing financial services with complex applications and requirements, slow processing speeds, and lack of transparency, as well as concerns over user security. In 2021, to scale their business in the face of a deluge of demand in applying for financial services, they decided to launch the official platform LuyLeun, which is a mobile app that was developed in-house, then registered Delightech under the company name Delightech

Plc. with the MOC on 2 April 2021. The name Delightech comes from a combination of the words 'delight' and 'tech'. For the 'delight' portion, the founding members want to make people happy. When it comes to financial matters, not everyone is particularly happy about accessing services. The founding members want customers who use their financial services to feel delighted. For the 'tech' portion, as the region is evolving into a new technological age and as Cambodians can adapt quickly to new disruptive technologies and use financial services on demand in a happier manner for their livelihoods, the widespread adoption of technology is inevitable. Thus, the founding members combined the two words together for their company name. The initiation of this brand creation is symbolised by the hummingbird for being swift, tiny, and incredibly resilient. This speed and resilience stir inspiration to move quickly, change, and persevere in the face of challenges whilst never giving up on one's dreams.

18.2. Branding Concept

In 2021, Delightech started to focus on the brand when it knew that its customers needed a simple and easy-to-recognise business identity that would be easy for them to refer to or tell their friends or relatives about. It began to register the company with the relevant ministries so that it could scale to the next level and look for investment. To promote the brand, Delightech utilises data by constructing customer personas. Delightech classifies its findings into the following three groups:

- Functional: How it can serve the needs of the customers (i.e. less time spent on requesting loans, less information required on loan applications);
- Emotional: Perspective or feelings of the customers (i.e. stress-free ways to get cash quickly); and
- Social: The view on taking out loans in society (i.e. look smarter with a variety of ways to use financial solutions).

With these classifications, the company knows how to use word choice and promote the brand to appeal to different customer segments. However, Cambodian consumers tend to trust foreign brands over local ones. This poses a challenge in terms of market penetration. That is why it wishes to focus on building trust so that customers gain interest in local brands.

Figure 4.29: Logo of Luy Leun by Delightech



The main elements of the brand are a combination of the words 'Luy' and 'Leun' and the upper-right-hand symbol. The word 'Luy' refers to money, the word 'Leun' represents speed, and the symbol is of a hummingbird. Luy Leun is a Khmer word that conveys Delightech's commitment to delivering financial services in a quick manner to customers not only in Phnom Penh but all across Cambodia.

Delightech has registered its brand Luy Leun with the DIP to protect its brand name. Its trademarks are protected until 2032, based on the Cambodia Trademark Database, and they are subject to renewal. Until now, Delightech has been aware of several scammers and competitors copying its brand. It is aware of such copying from scanning the market and conducting interviews with customers. Normally, its approach is to reach out to those scammers or competitors and explain that the trademark is registered and that they will face legal consequences if they do not stop acts of using the company's logo or similar, copied versions thereof. Although there are legal remedies available, Delightech does not sue these parties because doing so is complicated and costs a lot of money. What it does is publicise these scammers and bring attention to their social media.

Additionally, Delightech has registered its trademark because it is willing to build and promote the brand as one standing for local Cambodian brands, despite the brand not yet reaching many consumers, but it believes in the business strategy and that it will become the best financial services provider for its consumers. Accordingly, failing to register its trademark would have been regretful for Delightech. Further, as a fintech company, it is concerned with safety and avoiding exposing consumers to fraudulent actors, so it was necessary for the company to register its trademark.

18.3. Marketing Aims

Delightech targets underbanked people who can use smartphones. Their current customer base is approximately 2,000 users.

Delightech builds a connection with its customers by communicating directly through digital marketing means, understanding the needs that they face. Additionally, Delightech also assists in solving customers' issues with their financial matters. Otherwise, to promote its branding, Delightech differentiates its products by allowing customers to try its services with promotions like no interest fees or upfront fees. Regarding the brand direction, Delightech will bring sophistication to its brand by increasing the value-added portion and creating an ecosystem that allows customers to stay with them for one-stop financial services. For its plan, Delightech will expand on its provision of related services within the financial services ecosystem.

Competing with various companies within the same sector is hard, but Delightech simplifies the process by reducing all unnecessary requirements when filing applications, allowing applications for financial services to be submitted faster and offering promotions such as 0% interest fees for their initial loans without any upfront fees. More importantly, its customers' data security and confidential information are a priority in product development, as well as in their system. Delightech provides a friendly service to its customers with politeness and a thorough understanding of Delightech's policy. Besides providing the loans, it also provides solutions and consultations for customers in the case of any difficulties. As Delightech has seen the issues that come with loan collection, it provides a convenient and friendly approach to collecting loans from its customers. On a side note, Delightech also provides a small offering to customers who pay off loans faster and those who are loyal.

On top of that, Delightech cooperates with other corporations to carry out its branding. It has joined with accelerators from international and local entities, as well as government programmes. Moreover, they are also a member of popular associations, such as the Cambodia Academy of Digital Technology (CADT), Cambodia Association of Finance and Technology (CAFT), Young Entrepreneurs Association of Cambodia (YEAC), and BNI. They strive to build a connection with their strategic partners and discover how to cooperate with them. With this cooperation in microfinance, Delightech expects to provide further financial services in addition to the current offerings to bring themselves to the next level.

So far, Delightech has been looking for any support it can get from strategic foreign and local entities in terms of system development and product expansion. However, as of now, Delightech wants to strengthen its internal capacity and performance. Although there has been some investment, there have been no agreements reached as to the specific requirements thereof.

18.4. Method of Branding

Delightech has used (i) online branding, (ii) offline branding, (iii) service branding, and (iv) corporate branding. Delightech divides its methods of branding based on targets. For customers, the main method of branding is an online platform which focuses on the digital platform. For investors or partners, the method of branding is offline branding, by which one of the founders focuses on relationship-building and business connections. For this branding method, Delightech attends industry events and other sharing sessions.

Every customer needs to complete their goal of accessing financial services for their livelihood, and Delightech helps them to achieve that goal as a part of service branding. When customers are happy, the brand will become trustworthy, and customer testimonials will become reliable, particularly when they are willing to refer the company to friends or relatives. Since online branding is the focus, Delightech believes that it is necessary to build a trustworthy background for the company. With great timing, Delightech recently received an award as a digital accelerator from the Ministry of Economy and Finance. Moreover, Delightech also complies with applicable laws and regulations to build concrete trust with customers as a part of its corporate branding.

18.5. Effectiveness of Branding

Since the brand is easy to remember and can be pronounced in the local language, the popularity will spread faster and wider. Importantly, Delightech envisions that its customers will have some knowledge of financial awareness and that they know how to build their credit when applying for loans at the bank. In brief, Delightech not only provides financial services but also wants to raise financial awareness amongst its customers. This is how Delightech see its brand in the future.

The most successful branding method for Delightech is by referral, which is the key to the growth of its brands. Also, Delightech measures its branding success by tracking the connections between times when engagement through online platforms increases and the times when the number of registrations for its services surge.

19. Koompi Co., Ltd.

19.1. History of Brand Establishment

Koompi Co., Ltd. (Koompi) was officially registered with the Ministry of Commerce on 31 January 2019. However, its origins can be traced back to 2007, when its founder, Mr. Rithy Thul (Rithy), embarked on an experimental journey with Linux on his laptop. During this

experimental phase, Rithy immersed himself in the world of software and computers, acquiring valuable knowledge and experiences.

By the end of 2013, Rithy was determined to turn his ideas into practical solutions. Before establishing Koombi, he distributed donated computers that he had collected from individuals and organisations in Cambodia to students. These computers were equipped with a customised Linux-based operating system. At the time, this operating system lacked an official name but served the fundamental purpose of enabling students to access the internet and engage with technology using laptops. Rithy firmly believed that those who could master the keyboard would shape their own futures, if not influence the larger world.

Working with donated computers posed a unique challenge, as each computer had its own hardware specifications and required specific software configurations. Setting up the operating systems on these laptops was a time-consuming task, typically taking 3–4 days per laptop within the timeframe of 2014 to 2016. In response to this challenge, Rithy conceived the idea of developing customised laptops that could rapidly deploy his tailored operating system. This visionary idea laid the foundation for what we now recognise as Koombi.

In late 2017, Koombi attracted the attention of various media outlets and newspapers, even though the Koombi laptop was still in its prototype phase and not available for purchase. This unexpected interest marked the commencement of Koombi's journey into the market. In 2018, Koombi made a significant impact, becoming the nation's first known (but not first laptop), locally recognised laptop brand.

It is worth noting that when Rithy initially embarked on this venture, he did not envision it as a commercial endeavour. However, the overwhelming response to the prototype, with approximately 500 pre-orders, prompted him to take this project seriously. Before establishing Koombi, Rithy had no specific plans or expectations, particularly within the context of the Cambodian market. His motivation stemmed from a deep passion for opensource software and a desire to inspire high school students to pursue similar educational paths, enhancing their technological literacy.

19.2. Branding Concept

The essence of Koombi's branding concept is deeply rooted in the founder's personal background. Emerging from a remote island with no prior exposure to the world of computers, the founder harboured profound aspirations. His objective was to introduce students, especially those who had completed their high school education, to the realm of

computers. His vision revolved around empowering the next generation with technological literacy, enabling them to harness technology for their own aspirations. This profound aspiration serves as the core foundation for the creation of the Koompi brand.

The founder imparts valuable guidance, encouraging individuals to push beyond their perceived limitations to foster personal growth. He places significant emphasis on curiosity and passion as essential elements of one's journey.

Figure 4.30: Logo of Koompi



The Koompi trademark is a symbolic representation, blending elements of books, wings, and directional indicators. These symbols collectively signify knowledge, growth, and possibility. This design is inspired by Koompi's mission of providing tools that allow users to soar and reach new heights. The unconnected squares within the logo symbolise that there are always paths forward, regardless of circumstances, and users are free to choose their own direction, unbound by pre-set norms or the status quo. Additionally, the four corners of Koompi's logo represent the four cardinal directions and the Four Immeasurables of loving-kindness, compassion, appreciative joy, and equanimity.

Notably, the founder never sought to impose a predetermined uniqueness upon the brand; instead, he left it to the perception of the audience. For Koompi, the primary concern revolves around the practicality of their products and whether users find them valuable and reliable. The concept of 'trust' emerged as a pivotal factor in the brand's identity and teamwork.

On 5 July 2018, Koompi took the proactive step of registering its trademark with the Department of Intellectual Property. This trademark protection will remain in effect until 5 July 2028. Whilst Koompi is aware of a project utilising a similar name, albeit with a different spelling, the company appears undisturbed by potential imitators. Koompi remains focused on its mission unless other companies endeavour to replicate its exact offerings. The registration of the trademark was a pre-emptive measure aimed at safeguarding against potential claims by third parties falsely asserting ownership of

Koompi's brand. Despite being pioneers in their field, there was a substantial risk that others with earlier trademark registrations could file trademark infringement suits against Koompi if the company failed to secure its own trademark. Thus, the registration was imperative to establish and protect the brand's identity.

19.3. Marketing Aims

Koompi's primary focus lies within the education market. The meticulously crafted Koompi OS is designed to cater to the diverse needs of students and employees, empowering them in their educational and professional journeys. By providing laptops, Koompi offers young individuals the opportunity to familiarise themselves with new technology from an early age, nurturing their interest in the internet and digital technology.

As a result, KOOMPI primarily targets educational institutions, with a strong emphasis on schools that are open to technological adaptation and possess a vision for transformative change. Koompi prioritises collaborations with organisations that are eager to embrace technology as a means of advancing their educational objectives. This includes schools, institutions, ministries, and their partners who express interest in Koompi's offerings. To ensure accessibility, Koompi offers interest-free instalment payment options for schools that may encounter financial constraints. To date, 48 schools have adopted KOOMPI's Onelap and other services, in addition to numerous individual users and companies.

In terms of brand direction, Koompi remains steadfast in its core values whilst adjusting its strategies to align with current market dynamics. For instance, in response to the current challenges of limited supplies of laptop parts, Koompi introduced the Ministration, a cost-effective and robust alternative to traditional desktops. Koompi's overarching goal remains unaltered: to provide technology and tools that enable students and the next generation to gain a deeper understanding of computer science and technology.

Regarding collaboration, Koompi actively partners with other companies to develop accessories like mouse pads and keyboards. This collaborative effort is managed by a dedicated department within Koompi, which enjoys the autonomy to engage in partnerships with other enterprises. In essence, Koompi embraces collaboration with other businesses, particularly in the development of components and accessory parts.

19.4. Method of Branding

Koompi has used (i) offline branding, (ii) service branding, and (iii) corporate branding as its core brandings. Koompi's approach to promoting its brand is distinctive and guided by both the team and the founder's intuition. The company does not allocate a substantial budget to marketing efforts, as marketing is not its primary focus. Occasionally, Koompi receives free invitations to expos and events to do their offline branding, reducing the need for significant marketing expenditures. Whilst in the past, the team spent approximately US\$1,000 on boosting Facebook viewership, the founder did not fully support such boosting initiatives. Koompi's strategic emphasis is not primarily on building a brand image, but on investing in its customers and users.

For instance, when Koompi sells its products to schools or organisations, it goes beyond mere product sales and provides assistance in integrating technology into the educational environment, so this is how Koompi incorporates the service branding as their method of branding. The company's main objective is to ensure that at least some people have heard of Koompi, with a target recognition rate of 10%–20% amongst the roughly 9 million–10 million internet users in its market.

Koompi is particular about the content of its advertisements. The company does not want media advertisements to make false claims, such as labelling its products as 'the first laptop made by Cambodians' or promoting them solely as 'Khmer supports Khmer products' or 'Khmer can do it'. Koompi prefers that the media accurately represent the product or the company's mission. Since Koompi's products incorporate components from other countries and are not entirely made in Cambodia, it prefers to be recognised as a global cooperative effort to bring its offerings to the market.

19.5. Effectiveness of Branding

Koompi has a grand vision of inspiring and introducing its brand to ASEAN countries, aiming to be a source of inspiration for others. However, the company has not yet decided regarding foreign investment. Koompi believes it needs more time to gather feedback from users and further improve the quality of its products before expanding into foreign markets. The company has not set a specific timeline for entering ASEAN markets; instead, it prioritises achieving milestones and making steady progress. Koompi is committed to its journey, even if it takes 10 years to achieve its goals. The company values its users and focuses on expanding its user base through a variety of products and services.

Whilst Koombi has not actively planned to expand into foreign sales, its products have found their way to various countries throughout Asia and Europe. However, Koombi considers most of these sales, especially those in Japan, as being outside of its target user base.

Currently, SmallWorld Venture is the sole investor in Koombi. Koombi has ambitious plans to secure a significant amount of funding in 2024–2025 to sustain and expand its business within the Cambodian market. The company recognises the importance of raising ample capital for long-term growth. In terms of technical assistance, Koombi has not sought foreign technical experts. Instead, the company harnesses internet resources, AI, and local talent. Koombi has strong confidence in local resources, acknowledging their willingness to learn and collaborate. The company fosters a culture of shared learning and collaboration, which has led to remarkable achievements and progress in its development journey.

20. DGacademy

20.1. History of Brand Establishment

DGacademy was founded in 2020 and was officially registered on 27 February 2023 as a sole proprietorship with the MOC. It exists to develop the capability of people and help them realise their potential in the age of AI. That is why DGacademy was established as a digital education platform and registered with the MOC and Educational Authority.

DGacademy came from combination of the words 'digital and 'Academy'. It is short and easy to remember. It came up when a group of friends who liked talking about the topic of education started to set up their first studio room for discussion. Firstly, they started to host their programme on Zoom by choosing an interesting topic to discuss. Most of the topics were related to learning, sharing experiences, and leadership, etc. It was noted that their programme gained much support from audiences, hence they started inviting popular and influential guest speakers to discuss during the host programme, including both local and foreign guest speakers.

DGacademy wishes to share knowledge through online platforms to its target audience. It also aims to craft an innovative, intelligent, and engaging digital learning experience that elevates human capabilities in the AI era. In addition, the company has a specific goal to revolutionise personal and professional growth through an AI-powered digital education platform that is both innovative and enjoyable.

20.2. Branding Concept

DGacademy offers a wide range of customised training programmes designed to help leaders and managers develop the skills they need to succeed in today's competitive business environment. It offers a variety of delivery methods, including in-person, online, and blended learning. It also offers a variety of pricing options to fit client's budget (DGacademy, n.d.).

The company promotes its brand through social media, such as its Facebook page, YouTube channel, website, and TikTok (which has just been created). Further, it cooperates with the OneTV channel, an innovation programme with the Cambodia-Japan Cooperation Center (CJCC), to invite well-known influencers, such as the CEO of Acleda, CEOs from Indian entities, and consultants from Japan. Amongst the above-mentioned, the website is the company's official channel for itself.

The company plans to create its own application and it is going to include as many learning programmes as possible. It also plans to build AI education and input more educational content next year.

Figure 4.31: Logo of DGacademy



DGacademy has a mission to revolutionise personal and professional growth through an AI-powered digital education platform that is both innovative and enjoyable.

20.3. Marketing Aims

At first, the company created content without classifying its audience group. It provided dissemination on general topics for the public audience staying with the educational

purpose. The company then noted that its video content was mostly viewed by a specific audience group (repeated audience) wishing to develop and improve their knowledge. Then, the company realised that it should classify its targeted audience, and the targeted audience of DGacademy became the group of people aged between 20 and 40 years old.

The company grows connection with its audience by producing educational content and posting the content to its channel and social media to reach out to its target audience. Meanwhile, to attract its audience, the company invites popular guest speakers to its own hosting programme to share their past experiences. Guest speakers are free to choose their favourite topics or content to discuss in the host programme and are not pressured to talk on required topics or content that they do not want to share.

DGacademy plans to expand its brand by creating its own app and input more educational content into the app. It will offer educational programmes and content to audiences who wish to expand their knowledge. In addition, it also aims to share AI educational content to its audience in the future.

Currently, DGacademy has cooperated with CJCC, OneTV, and private companies from various sectors, such as finance and human resources. However, DGacademy has not cooperated with educational institutions since they may have the same vision but do not share the same strategies.

DGacademy has changed its logo twice. Currently, it is not planning to renew it. It is noted that some video content was stolen by a person who made money online by posting the videos on their own channel without permission or crediting the owner. However, the company has not taken any action against them yet since it is understood that most of the video content is relevant to education.

20.4. Method of Branding

DGacademy has used (i) service branding, (ii) online branding, and (iii) co-branding as its methods. DGacademy focuses on innovation and the creation of more interesting content relevant to education to retain its target audience. Even though there are many ways to promote its video content on social media, its website is still the official channel. In addition, the platform allows the company to post its content securely. Further, DGacademy regards it as an official warehouse to store its own data and video content that the target audience can access at any time.

20.5. Effectiveness of Branding

The company wishes to see its application be widely used next year and its video content and application gain support from the target audiences. It hopes that people may spend time in the right way by watching an educational channel rather than watching non-educational videos on social media.

21. Wuang Asia Co., Ltd.

21.1. History of Brand Establishment

Wuang Asia Co., Ltd. was established in 2017 as a business registration consulting firm providing services such as company registration, tax registration, patent tax registration, trademark registration, and annual tax filing services in a professional, trusted, and quick manner. The name Wuang (旺) is a Chinese word meaning 'prosperity'. It was chosen from the name of the founder's son, and 'Asia' was included to show their ambition to expand the business across Asia.

21.2. Branding Concept

Wuang Asia was introduced to the public in 2017. The name was created to be easily known and easy to remember. The company's logo was designed in two main parts with their own respective meanings. The interior aspect is an abbreviation of the company's name and the company's services include:

- WA : Wuang Asia
- tAx : Tax
- LAW : Law
- tM : Trademark

The outer part is circular, signifying the continuous use of its services by clients as a cycle (for example, clients who receive new business registration services will also use its services for the annual declaration that is repeated every year). The logo uses the colours red and white, which were chosen for being attractive. Wuang Asia is introduced to clients through the work and trust of its founder, and repeated clients introduce the brand to other new clients.

The uniqueness of Wuang Asia is its honesty about its services. It keeps all information about its clients confidential. In addition, it provides only professional quality services.

Figure 4.32: Logo of Wuang Asia



21.3. Marketing Aims

The targeted clients of Wuang Asia are business owners, start-up companies, and individuals who need consulting services. The company grows the connections between its brand and the consumers by providing quality and trusted services. Trusted and quality services attract the clients, and the clients further recommend the services to other clients. This has allowed the brand to develop very quickly. Clients choose Wuang Asia's services over those of its competitors because they trust Wuang Asia. Wuang Asia does not have partnerships with large companies, however it has some collaboration with private companies to provide services.

21.4. Method of Branding

Wuang Asia has used (i) service branding and (ii) personal branding as its methods. Wuang Asia does not focus on social media to do marketing, but it focuses on personal branding. The main way of earning trust from its clients is through its professional advice and qualified consulting services with high confidentiality for its clients. This makes clients feel secure and helps them gain trust in its services.

Generally, the brand of Wuang Asia is known to clients through continuous word of mouth, which means that clients who use its services will continue to introduce their good experiences to other new clients. In addition to building trust between the company and the client, Wuang Asia has designed its service package to be unique compared to other companies. That is why Wuang Asia retains more and more clients with quality and confidence.

21.5. Effectiveness of Branding

In the future, the company desires to build its brand to be more popular amongst its clients beyond personal branding, although this brand method has been the most successful. Currently, Wuang Asia has no plans to update or refresh the existing brand, but if it expands to other services in the future, the company will update the existing brand accordingly to upgrade according to trends.

22. Thalias Co., Ltd. (Uy Kuyteav)

22.1. History of Brand Establishment

Uy Kuyteav was established between 2015 and 2016 as one of the many brands of Lok Oknha Luu Meng, known to many Cambodian people as Chef Luu Meng (Lok Oknha). In the beginning, Uy Kuyteav was established under the company named Foodlife Co., Ltd. At that time, naming the company Foodlife was due to the concept that life is connected to food. Afterwards, the management of Uy Kuyteav was changed to Almond Co., Ltd., also known as Almond Hospitality Groups. Later, from June 2023, Almond Co., Ltd. and Thalias Co., Ltd., known as Thalias Hospitality Group, merged. Accordingly, Uy Kuyteav is currently under Thalias Hospitality Group, which is a collection of highly regarded restaurants, deli shops, and bakeries that provide exceptional cuisine and enlightened hospitality and include Topaz, Khéma, Malis, Arunreas, Siena, Yisang, Sevenssea seafood restaurant, the Almond Hotel Bassac River, and Go Artisan Bakery and Café.

Uy Kuyteav was created to elevate street foods by taking the food and famous food of the Cambodian people and putting it in a good context as healthy food without using monosodium glutamate (MSG) or sugar. Uy Kuyteav has been inspired by favourite street food menus, and family and local cuisine of Cambodian people, such as noodle soup (Kuyteav), Prohok ktis, oxtail soup (Kuntuyko soup), green mango salad with smoked fish, chicken sour soup, and Kampot pepper beef Lok Lak, etc. Consequently, the term Kuyteav is taken from the national favourite, Kuyteav noodles, which is enjoyed by young and old citizens throughout the country and is a popular breakfast food. Meanwhile, Uy comes from the word 'Auy', a word that Cambodian people use when they express their feelings about something great or surprising and for food when it is delicious.

22.2. Branding Concept

The brand Uy Kuyteav was established to show the Khmer identity and character and recall the past and the childhoods of the Cambodian people, especially those who have

left their homelands and their families to live in Phnom Penh. When they want a taste of food that is like their regional or family dishes, they can be found at Uy Kuyteav. At the same time, 30% of all the dishes are preserved and cooked to match the regional flavours, whilst the other 70% are elaborated on to become more well-known and famous. In other words, Uy Kuyteav has preserved and developed the country's delicious foods, and its efforts will bring foreigners to understand the origins of Cambodian dishes.

More importantly, Uy Kuyteav actively contributes to Cambodian farmers and artisans as well. For instance, for the dish of ground meat noodles with soybean sauce (Kuyteav sach chenhchram tuksieng), the soybean sauce is made by artisans in Kandal province. There are also Ambok Bay Ktang, pickled green mustard (Spai Chrok), turnips, salted turnips (Chaibauv), salted cucumbers (Trasakchav), Protected Geographic Indication Kampot pepper, Takeo lobster (Takeo-style Bong kong), and giant Mekong river prawns, etc. that are produced by Cambodian farmers and are prime ingredients of Uy Kuyteav's original creations and the promotion of local ingredients and sources.

Figure 4.33: Logo of Uy Kuyteav



The logo of Uy Kuyteav is designed as stylised characters, inspired by the word 'Kuyteav', Cambodia's famous noodles. Uy Kuyteav has registered its trademark with the DIP to protect its brand name. Their trademark is protected until 2026 based on the Cambodia Trademark Database and is subject to renewal. Lok Oknha considers that the registration of trademarks is very important because it can protect its tradename. For example, there have been cases of Uy Kuyteav brand and logo fraud and copying, and the company's legal team has issued a notice that the cases have already been resolved. This indicates that once the trademark is registered, the trademark owner is entitled to protection against any infringement or fraud on its trademark and under the protection of the law.

22.3. Marketing Aims

Uy Kuyteav's targeted customers are the general public and tourists. From the beginning, Uy Kuyteav has shown customers that it uses quality ingredients, delicious dishes, good service, and reasonable prices. Furthermore, since 2020, during the time of the Covid-19 and after its impacts until now, people have been carefully considered their expenses, so Uy Kuyteav has developed price options for its customers, and there are small, medium, and large plates so that customers can pay for the amount of food they want. In this way, it is economical and in line with customer needs.

Currently, Uy Kuyteav has only two branches in Phnom Penh, and the company plans to prepare more solid recipes. Before Covid-19, the company had plans to expand its business further, but because of the pandemic, the project has been reconsidered and is being planned. Uy Kuyteav is currently re-studying and next year will be ready to open branches with overseas partners, such as Japan and Singapore. Therefore, the company sets a standard that customers can trust, and the most important thing is to use quality ingredients. In addition to quality ingredients, good recipes, and delicious and healthy food, cooperation and teamwork are also necessary. To maintain customers and gain customers' trust in its brand, Uy Kuyteav always pays attention to its employees and trains them, regularly inspects the restaurant process, and keeps in touch with its target customers. In this way, Uy Kuyteav can contribute to the promotion and development of existing local products and Cambodian food and offer jobs to the Cambodian people.

22.4. Method of Branding

Uy Kuyteav has used (i) service branding, (ii) product branding, (iii) online branding, and (iv) offline branding as its methods. Lok Oknha believes that both the offline and online methods are equally important. Giving customers a chance to try the food is a good way to get customers to know the taste. The method can be done in two parts. The first is to give existing customers who dine in the restaurant the opportunity to try food that they have not eaten or a new dish. Second, the general public who has not yet been a customer can have the opportunity to try the food at various events organised by the company in a public place where they can try and see all the menu options available at Uy Kuyteav. Online, Uy Kuyteav also creates attractive photos of each dish and produces video content related to the history of each dish and its cooking method so that customers know that each dish has its own history and features of cooking.

22.5. Effectiveness of Branding

Uy Kuyteav measures the brand's success through customer feedback and is promoted by customers to their acquaintances, which is considered a remarkable achievement. However, that is not the end destination for Uy Kuyteav. In line with its future direction, after reorganising recipes, the company will look for partners in all regions of the country, making Uy Kuyteav a brand with restaurants all over in family and local styles. Therefore, Cambodian people can have the opportunity to open a restaurant on their own, even a small one. This feature is not a franchise sale but a partnership to maintain the quality of food and the stability of the business. In 2025, the company also plans to become a listed company. Furthermore, the company has established another brand named Nham Eylov, which is a gourmet brand that provides ready-to-eat Khmer and Western food in collaboration with three or four brands, such as Khéma, Malis and Uy Kuyteav, etc. as canteens on the same floor or at the same place. The brand will be ready and operational in early 2024.

In addition, Lok Oknha also wants to see Cambodian food restaurants spread abroad, and he plans to operate restaurants in Europe, although one major concern is that Cambodian food needs a lot of local ingredients that are difficult to find in Europe and expensive. However, he hopes that it will happen one day. Although it is difficult, it does not mean that it is impossible; it just takes more time.

23. Amaya Development Co., Ltd.

23.1. History of Brand Establishment

Amaya Development Co., Ltd. (Amaya) was officially registered on 14 February 2022 with the MOC. Being inspired by nature, mountains, valleys, hills, rivers, red roads, and greenery, the total environment of its spectacular location, the Amaya brand was established with collaboration from aspiring designers; developers and creative individuals from diverse background, such as architecture; stylists; lawyers, businessmen; adventurers; and lovers of the outdoors and nature. These dynamic people eventually developed the idea into a concept and brought in a branding expert to work with them to establish a brand identity that embodies who and what Amaya is. Amaya has many meanings and different origins depending on the language and culture as follows.

- Spanish – 'mountain'
- Indo-European – 'mother' 'mother-city'
- Japanese – 'night rain'
- Basque – 'heavenly valley'

- Sanskrit – ‘wise/sincere’

Historically, it was started during the time of the Covid-19 pandemic, when people were confined to their homes and social distancing was the new norm. Many of the founders had the opportunity to spend more time at home with their families, and they all discovered their love of the outdoors, which snowballed into an idea of creating a nature retreat to enable them to spend more time together and reconnect with nature. During that time, many of them, a group of friends, colleagues, and partners, decided on creating a nature retreat for themselves and their friends and family. Because of the pandemic and how it changed many of their lives, they all had time to slow down and reflect on their life purposes: What really makes them happy? What really is their definition of success? They had the opportunities to explore their hidden interests and re-evaluate their ways of living. That idea snowballed into a design concept, then into a project, and eventually into a brand. Meaningfully, Amaya is not just a place or a feeling, but it is a lifestyle.

They named the brand Amaya because it fits with their personality and the essence of what Amaya is, who they are, where they are, and what they want to achieve. It is soft, genuine, and real. The meaning not only sounds nice but it has real meaning and purpose to its name.

23.2. Branding Concept

Amaya is a holiday home resort concept featuring the connection between human and nature. It is a Cambodian project of a holiday home development situated in Kampot Province, a natural and cultural heritage site of Cambodia. It provides architecturally designed and luxuriously appointed villas that are perched on the edge of the mountains with breath-taking views across the countryside. In its phase I, Amaya offers three different types of leisure houses, named Damnak Veyo, Damnak Soriya, and Damnak Veyo-Soriya, each with its own uniqueness, as follows.

- Damnak Veyo is designed with an emphasis on flexible living and a sense of adventure and is a two-bedroom, one-storey pavilion house.
- Damnak Soriya is a three-bedroom, two-storey pavilion house that is designed with generous proportions and embraces the advantages of living in a contemporary Khmer house, focusing equally on sustainable, cultural, and communal values. Each home has been architecturally designed with nature and sustainability in mind and has been strategically positioned to take in views of the mountains and beyond (Archello, n.d.). The house was inspired by the slope of the foothills of Kamchay Mountain and the provincial, raised wooden structures on stilts seen in Kampot and

along the river. The mission of the design is to create purposefully designed holiday homes that inspire people to reconnect with their best selves and fully merge with nature and the beautiful views of the surrounding landscape (Archello, n.d.).

- Damnak Veyo-Soriya is a three-bedroom, one-storey pavilion house that is purposefully designed and spacious and levitates above the natural terrain.

Amaya's design encourages residents to connect with one another so that they feel part of the community and the residents can enjoy the use of the fertile soil surrounding the properties whilst simultaneously engaging in rich social interactions with their neighbours and families.

With the careful research and establishment of the brand, Amaya has a very unique logo, colour palette, brand values, and visual design elements that are consistent with nature, greenery, water, and red dirt and embrace the concept of slow living. Further, Amaya features personality, uniqueness, passion, consistency, and quality as its brand characteristics.

The logo was designed using a simple combination of its name 'Amaya' and the design of mountains in white with a green background symbolising nature as its concept. Noticeably, Amaya secured the legal protection of its brand by registering its trademark with the MOC on 1 March 2023 with validity until 10 June 2032, according to the disclosed registration information on the database.

Figure 4.34: Logo of Amaya



Amaya is dedicated to developing its brand from all angles, which is considered to be as equally important as their unique architectural designs. Amaya hired professionals from all related sectors, including brand developers, graphic designers, photographers, and various consultants to build its brand. Amaya also cooperated with other branding agencies, marketing agencies, and other consultants to operate its brand.

In promoting its brand, Amaya raises its brand awareness through social media and its website, collaborating with partners and close networks in features and publications through various channels to maintain brand consistency across all channels. It should be noted that Amaya started to raise brand awareness when it announced its soft launch at the unveiling of the project on 10 March 2022. Amaya confirmed that it is not facing any difficulties in raising its local brand.

23.3. Marketing Aims

Amaya aims to create homes that sit harmoniously within the surrounding environment, encourage well-being, and foster a sense of belonging (Archello, n.d.). It primarily targets the middle-aged, family-oriented people with multiple businesses and those who already have multiple properties and homes in the city but do not yet possess a holiday home.

Amaya grows its brand connection with its customers through its attractive and creative testimonials on its social media platforms. Beyond these, it offers real experiences to customers by organising and hosting visits and retreats to Amaya. According to its Facebook post, Amaya successfully hosted a start-up founders' retreat for 3 days to Kampot province, including Amaya, to strengthen the connections amongst start-up founders and exchange insights and experience in an honest environment, as well as foster collaboration and partnerships through its emphasis on the promotion of local tourism.

Strategically, Amaya also influences through its brand in the market and maintain its customers through its consistent visibility, user experiences, and cross-marketing. It does not have plans to change this strategy yet soon.

Amaya's future direction is the expansion of the business, running good property management, and making Amaya a holiday destination amongst all clients. As of now, Amaya is expanding beyond holiday home development to include a homestay brand and property management.

23.4. Method of Branding

Amaya has used (i) service branding, (ii) product branding, (iii) online branding, (iv) geographical branding, and (v) co-branding as its methods. Amaya also features its attractive and creative projects with breath-taking views and beautiful captions on its social media platforms, which seems to be an effective method for branding. Additionally,

real customer experiences, word of mouth, and testimonials also play an important role in raising awareness of Amaya.

To capture clients' trust and maintain continual support from its customers, Amaya is dedicated to delivering a high-quality product and progressive development of its projects and affiliations. These are also considered to be reasons why customers choose Amaya over other competitors, and its customers will also benefit from its quality products and uniqueness.

23.5. Effectiveness of Branding

In the future, Amaya foresees itself becoming a strong brand in the sense that its brand is consistent and has the potential to take a global step and become internationally known. The success of the brand is measured through the completion of house projects and the commencement of its Phase II. It is notable that Amaya do not have plan to refresh its existing brand yet.

24. Mafiya's Resort (Cambodia) Co., Ltd.

24.1. History of Brand Establishment

Mafiya's Resort was established in 2018. The main reason for creating Mafia Resort was to create more recreational space on the island of Koh Rong and to provide local and foreign visitors more options to come and relax on the island. Mafiya is named after the name of the resort owner's youngest daughter and means 'beautiful' in the Khmer language. The reason they chose to name it Mafiya's Resort was because they want to give customers love and a beautiful place on this island.

24.2. Branding Concept

Mafiya offers a perfect combined resort on Heaven Beach, Koh Rong Island, situated 1 hour away from the Sihanoukville mainland. Mafiya's Resort tries to promote the brand to the local market, as most customers do not know the location on the island, and it can be confused with other resort names. Mafiya started to raise brand awareness amongst the public in 2018. The main elements of the brand that attract the attention of customers are its location with mountains, canals, fresh water, and beautiful beaches. The combination of three resorts in this same location makes the resort unique to the brand.

Figure 4.35: Logo of Mafiya's Resort



24.3. Marketing Aims

Mafiya has targeted customers, including foreign customers and local customers. However, its main customers are local customers, most of whom are family-friendly guests between the ages of 30 and 40. The company grows the connection between its brand and the customers through communication with customers on social media, such as keeping them updated on their new services or any promotions on their Facebook page, Telegram channel, TikTok, and website, etc. This is the most effective way to attract customers and keep them returning through a combination of digital marketing.

Mafiya plans to build a large villa with up to four bedrooms and a large, shared pool for the brand's expansion. In addition, Mafiya will have more entertainment programmes to offer to customers since they want them to double their fun experiences when they come to relax. The reason customers choose Mafiya compared to other resorts is to relax because it has privacy, quiet, safety, and a clean environment. Mafiya has cooperated with other companies to operate their branding, such as travel agents, online travel agencies (Booking.com, Agoda, and another famous website), and event cooperation.

24.4. Method of Branding

Mafiya has used (i) service branding, (ii) offline branding, (iii) online branding, and (iv) geographical branding as its methods. The company has introduced the Mafiya brand to customers through offline and online approaches. These have included social media promotions, partnerships with local businesses, and direct engagement with potential users at events and trade shows. Additionally, they have leveraged influencer marketing and word-of-mouth to create a buzz within the community. Digital marketing helps to build the brand and deliver an exceptional user experience. The following branding methods also build trust with clients so that they continue to use the brand:

- Rule of marketing: The company sets targeted customers.
- Service: All staff members need to provide good service and maintain products for customers so that they feel happy at the resort.

24.5. Effectiveness of Branding

In the future, the company wants their brand to be recognised on the global market, and they also want their brand to be recognised and remembered when customers plan a trip to the beach. Additionally, advertising on social media seems to be the most effective brand method, delivering an exceptional user experience and word-of-mouth to create a buzz within the community. Now, the resort is looking to update itself and become larger by building a large villa with a beautiful garden and add more service to become a wonderful resort with good service and a beautiful beach.

25. Kirirum Beungkok Vaingnorn

25.1. History of Brand Establishment

Kirirum Beungkok Vaingnorn (KBC) was established in 2019 as a business that sells all kinds of fabrics, curtains, and curtain materials, as well as tailoring and curtain laundry and installation. The business was established as a family business and has continued for generations to this day. The name 'Kirirum Beungkok Vaingnorn' is a name that has been passed down from mother to child in the family, and to this day it is abbreviated as KBC.

25.2. Branding Concept

KBC advertises its business name on the market through social media and follows the advice of old customers to attract new customers. KBC does not focus on advertising and conducts local marketing because of its adherence to attracting customers through trust in the quality of its goods and services. The company has started to raise brand awareness amongst the public since 2019. The following are the main elements of the brand:

- Fashionable décor
- Tailoring
- Addition of some materials
- Free installation

The unique characteristics of the brand include providing customers with attention to their services and providing high-quality goods.

Figure 4.36: Logo of KBC



25.3. Marketing Aims

The targeted customers of KBC include all customers. The company grows the connection between its brand and the consumers through quality and trust in their products and services. Confidence, including in the quality of its services and goods, makes the company more attractive to customers, and customers recommend the services to other customers, which is why branding develops quickly. Customers choose KBC's services rather than those of its competitors because they have confidence in and know the quality of the business. KBC has partnered with local private decorating companies.

25.4. Method of Branding

KBC has used (i) service branding, (ii) product branding (iii) online branding, and (iv) personal branding as its methods. KBC's brand is known to customers through continuous word-of-mouth advertisement, which means continuous referrals between old customers and new customers, as well as continued use of existing customers' services. Its method of developing and building the brand so far is due to the high trust of customers in the company. That is why KBC retains more and more customers with quality and confidence.

25.5. Effectiveness of Branding

The business owner has mentioned that KBC does not plan to build its brand more and will depend on the next generations of its business. Currently, the company does not have plans to update or refresh its existing brand.

Chapter 5

Analysis of Branding in Cambodia

In this report, the term 'brand' is defined as a name, term, design, symbol, or any other feature that identifies the seller's goods or service as distinct from those of other sellers, and 'branding' is defined as all activity to be pursued to fulfil the function of a brand that is to work as a tool to implicate the value of certain products and services. We conducted interviews with 29 companies or organisations and have analysed the branding activities in relation to the method, effectiveness, and its protection thereof. Further, the method of branding is divided into eight categories as shown in Schedule 3, which are product branding, corporate branding, personal branding, geographical branding, online branding, offline branding, co-branding, and service branding. The benefits of such branding activities are shown in Table 2.2 in the column of Effectiveness of Branding, which are clarification of business culture and loyal employees, clarification of direction of business, brand expansion, securing of high loyalty, and securing of price advantage. Finally, the protection of the brand is categorised as registration of trademark, registration of design, and registration of GI.

Firstly, for the method of branding, all eight methods were recognised within the companies that were interviewed. In general, it can be concluded that the basic modern branding methods are widely adopted in Cambodia. Viewing Cambodia as a country, given its rapid development, particularly in terms of technology, the use of the internet has become one of the key elements of such development. Many companies have adopted the online branding method, amounting to 79.31% of the companies. However, the actual methods used were basic methods, such as the introduction of products or services on social media platforms, including Facebook and TikTok, and it appeared that many companies lacked advanced or comprehensive strategies for online branding, such as organically linking the content on each of the social media platforms when it introduces its products, services, or brands. In addition, depending on the age or the strong speculation of the business owner, there were certain companies that intentionally tried to avoid online branding considering the risk of plagiarism of its products, services, or brand. Instead, such companies chose to adopt traditional product branding or service branding by focusing on the quality of their products and services, hoping such quality would be the element to differentiate their products or services from competitors. Further,

possibly due to most target companies being SMEs and having a limited budget for branding activities, only 24.13% of companies had adopted the corporate branding method. Even amongst the companies that adopted the corporate branding method, there were companies with multiple product brands, struggling to identify which corporate brand corresponds to each product brand. This indicates a lack of effective functionality in identifying the seller of each product. Co-branding was also only adopted in 41.37% of the companies and seemed to be a less popular branding method in Cambodia. However, this may be due to the fact that the target companies were SMEs and they may not have regarded their brands as being strong enough to seek the opportunity to conduct co-branding activities.

Secondly, on the benefits of branding, almost every company recognised that the securing of loyalty was one of the benefits, as opposed to clarification of business culture and loyal employees, which were regarded by only four companies as benefits of branding. This may be due to the size of the companies. However, through the interviews, we understood that this concept of clarification of business culture and loyal employees was not widely acknowledged as a branding benefit. Prior to the interview, we had regarded the securing of a price advantage as one of the core benefits of branding. However, only 34.8% of the companies identified it as such. This may be because a certain portion of the companies are start-ups, and their field of business is relatively new with few direct competitors. Thus, price advantage is not a fundamental element for certain companies.

Thirdly, concerning brand protection, 79.31% of the companies have registered their trademarks. This number could be considered a high figure. However, considering the necessity of registering trademarks in protecting a brand, we must say that the level of acknowledgment of the legal protection of a brand through trademarks is not widespread in society. Some of the companies who had not registered their trademarks understood the necessity to a certain extent. However, they also mentioned that (i) they may consider registering if there are any issues, and (ii) high costs are a barrier, showing a lack of clear understanding of the importance of trademark registration for their business. Regarding design, only one company had conducted registration of its design, highlighting the low level of acknowledgment of design registration in society. In relation with GI, amongst the five companies that responded that they had adopted geographical branding as one of their branding methods, three companies or organisations carried out business activities on products with GI registration, thus showing that the registration of GI is relatively known as a method of brand protection in Cambodia.

To summarise, in general, it can be said that the method, merits, and protection of branding are generally recognised and adopted. However, there is plenty of room for

improvement and further exploration in each field. We believe such further enhancement and exploration in relation to branding will certainly benefit the growth of companies in Cambodia.

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Appendix 1

List of Companies

Type	No	Name	Service/Product	Trademark/GI
Government	1	National Bank of Cambodia	Backbone payments	N/A
Organisation	2	Cambodian Rice Federation	Rice	Registered
Medium	3	MeetDoctor Co., Ltd.	Healthcare	N/A
Medium	4	Agribuddy Co., Ltd.	Agricultural services	Registered
Large	5	Ly Ly Food Industry Co., Ltd.	Rice crackers and snacks	Registered
Large	6	Soma Farm (Cambodia) Co., Ltd.	Animal production	Registered
Medium	7	Confirel Co., Ltd.	Palm sugar, Kampot pepper, and wine and spirits	Registered
Medium	8	Khmer Fresh Milk Co., Ltd.	Milk products	Registered
Medium	9	Three Corner Coffee Co., Ltd.	Coffee production	Registered
Medium	10	Farmex (Cambodia) Co., Ltd	Kampot pepper	N/A
Large	11	Khmer Household & Healthcare (KHH) Co., Ltd.	Shampoo and other cleansing products	Registered
Medium	12	Thaung Trading Co., Ltd.	Sea salt products	Registered
Medium	13	MG Pacific Company Limited	Tissue production	Registered
Large	14	Daun Penh Food & Beverage Co., Ltd	Food and beverages	Registered
Large	15	SBI Lyhour Bank Plc.	Banking service	Registered
Medium	16	The Elephant Edition Co., Ltd.	Women's and children's products	Registered

Type	No	Name	Service/Product	Trademark/GI
Medium	17	Chaktomuk Pest Services Co., Ltd.	Pest control	Registered
Medium	18	MyPhsar Online Market Co., Ltd.	E-commerce	Registered
Medium	19	G024 (Cambodia) Co., LTD	Food delivery	Registered
Medium	20	Banhji Fintech Co., Ltd.	Fintech	Registered
Medium	21	Bongloy Payments Plc.	Fintech (PSI)	Registered
Medium	22	Delightech Plc.	Fintech (P2P Lending)	Registered
Medium	23	Koompi Co., Ltd.	Tech development	Registered
Medium	24	DGacademy	Edutech	N/A
Medium	25	Wuang Asia Co., Ltd.	Consultancy services	Registered
Medium	26	Thalias Co., Ltd.	Restaurant	Registered
Large	27	Amaya Development Co., Ltd.	Property management	Registered
Medium	28	Mafiya's Resort (Cambodia) Co., Ltd.	Resort	N/A
Medium	29	Kirirum Buengkok Vaingnorn	Curtain sales	N/A

Appendix 2

Questionnaire for Branding

I. History of Brand Establishment

1. When was the brand established?
2. How was the brand established?
3. What kind of brand does your company/organisation have?
4. What was the main purpose at the beginning of creating the brand?
5. Why did your company/organisation name the brand '.....'?

II. Branding Concept

1. What does your company/organisation do for the brand?
2. What is the brand doing?
3. When did your company/organisation start to introduce the brand to the public?
4. What are the main elements of your brand?
5. What is your brand personality?
6. What are the unique characteristics of your brand?

III. Marketing Aims

1. Who are the target customers?
2. How does your company/organisation grow the connections between its brand and the consumers?
3. What is the most effective way to attract customers? Why?
4. What is your brand direction? (e.g. expansion or business cooperation)
5. Does your company/organisation have any plans to change the brand direction?
6. How does your brand benefit the customers?
7. Why do people choose your brand over your competitors?
8. What are your next plans for future branding?
9. Does your company/organisation cooperate with other corporations to operate your branding (international money transfers, online payment acceptance etc.)?
10. What strategies would your company/organisation use to maintain your customers?

11. What strategies does your company/organisation use to promote/influence the brand in the market locally and internationally?
12. Have you ever thought of changing your marketing strategies? Why and in which way?

IV. Method of Branding

1. How did your company/organisation introduce the brand to the customers?
2. Based on Schedule 1 'Method of Branding', which method of branding did your company/organisation use to build the brand?
3. How does your company/organisation expand the brand?
4. Does your company/organisation have any other future plans for brand expansion? What are they? Why?
5. What methods does your company/organisation use to help the clients trust and continue to use the brand? Why? How?

V. Effectiveness of Branding

1. What does your company/organisation see for the future of the brand?
2. What branding method seemed to be the most successful?
3. How will your company/organisation measure the brand's success?
4. Is your company/organisation looking to update and refresh the existing brand?
If yes, please describe such plans.

Additional Question

1. Is your company/organisation aware of the brand being used or copied by any other persons/entities? If so, how did you become aware of this, and how does your company/organisation plan to take action against such persons/entities?

Appendix 3

Methods of Branding

A. Product Branding

Product branding is the most basic and popular method of branding, which focuses on making a single product distinct and recognisable from others. Symbols or designs are usually an essential part of product branding to help consumers identify the product in question. Product branding activities include advertisements of products in the media, such as magazines, television, newspapers, signage, and social media, etc. In terms of product branding, the focus is not only on the specifics of the products but the specific group of consumers as the ultimate goal of product branding is to connect the appropriate consumers to the product.

B. Corporate Branding

Corporate branding is a method of branding in which the company promotes itself as a corporate firm with its core values, missions, personality, and other fundamentals to curate a distinctive identity in the market, as opposed to promoting a specific product or service it provides. Once the objectives of corporate branding are fulfilled, the public will connect the company's name with a promise from the company, especially regarding the positive performance they can provide. A successful corporate branding strategy is said to have long-term effects, as customers tend to automatically trust any new product associated with the recognised brand. A very distinct example of corporate branding can be seen in the Apple brand. The Apple brand is extremely strong; so strong that people across the world will wait in long queues to buy any new product from the company upon release just because of it being an Apple product. Corporate branding can not only be beneficial to consumers but also beneficial for the people who work within such company. For example, Google is famous for providing almost everything that an employee can want, such as free meals, medical care, generous paid leave, etc. The idea of working at Google itself is like a brand, which surely is beneficial in creating a strong organisational identity within the company.

C. Personal Branding

Personal branding refers to branding for a certain individual person, as opposed to branding a whole business or a specific product. Personal branding often can be seen through movie stars, celebrities, politicians, athletes, etc. and is currently strongly linked with online branding via platforms such as Facebook, Twitter, and Instagram, etc. Elon Musk for Tesla (or maybe for Twitter more recently) and Ryan Reynolds for Aviation Gin may be good examples. Personalisation can be seen on the consumer side as well. One example of a successful personal branding campaign attempt was the Coca Cola bottle customisation project, also known as the 'Share a Coke' campaign, where personal names appeared on cans and bottles all around the world.

D. Geographical Branding

Geographical branding is a method of branding which aims to attract consumers to purchase products or services because of their geographic association. If the quality of a certain product differs depending on the geographical location, geographical branding can be quite effective. The concept of appellation in the wine industry can be seen as a traditional geographical branding methodology adopted since hundreds of years ago.

Geographic branding can also be for certain regions and countries. The Eiffel Tower is the national icon of France, and there are many businesses using the image of the Eiffel Tower with their brand to show an association with Paris or France. A watch brand might exploit its association with Switzerland by incorporating the Alps into their design, which is also a good example of geographical branding.

E. Online Branding

Currently, one of the most accessible and effective methods of branding is online branding. Online branding, the meaning of which is quite obvious, refers to how a product or service is positioned online or on the internet via websites, social media, and blogs.

F. Offline Branding

Offline branding refers to any branding activity that happens outside of the web or internet. Even in this modern world, traditional offline branding is still active through billboards, printed advertisements, car wraps, video materials in vehicles, and trade shows, etc. Retail branding can be an important part of offline branding activities. Creating positive store experiences through décor, lighting, music, display pictures, service from shop staff,

and food samples can keep consumers coming back, which can be important, especially in this modern world where online shopping is becoming more and more dominant.

G. Co-branding

Co-branding is a branding method where there is involvement from more than one brand for a specific product or service and where the objective is to create a high quality and high performing product or service. Having more than two brands collaborating helps each brand impact each other in a positive way and may also result in the growth of the businesses and the spreading of brand awareness. Fashion retailer Uniqlo has been producing high-quality co-branded products with various brands such as Lego, Hello Kitty, Disney, and Marvel.

H. Service Branding

Service branding is where branding activities are conducted for services. Service branding sometimes comes in the form of providing additional value to the delivered service. Hotels offering free welcome drinks at the time of check-in, banks providing free snacks for clients, and restaurants providing playgrounds for children are all examples of this. By providing such additional services, the enterprise is trying to associate the brand with a positive user experience so that customers are motivated to repeatedly use such services.