

ANALYSIS OF THE MARKETING STRATEGIES OF CHINA'S BYD NEW ENERGY VEHICLES IN THE THAI MARKET

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Abstract: In recent years, the concept of sustainable development has been widely concerned by people, and new energy vehicles have gradually become a new hot spot in the automobile market, and the new energy vehicle market is in the stage of rapid expansion. As a leading enterprise in China's new energy automobile industry, BYD has carefully laid out overseas, and officially announced its entry into the passenger car market in Thailand in August 2022. Since then, BYD has emerged in the Thai market with its excellent new energy vehicle technology. The production and sales of BYD's new energy vehicles in the Thai market have been rising, and BYD enterprises have become the leader in the Thai new energy vehicle market. The focus of this paper is to use BYD's new energy vehicle marketing strategy in the Thai market as the research object. First, use PEST analysis method to analyze the macro environment such as the political environment, economic environment, social environment, and technical environment of BYD's new energy vehicle. Secondly, through the analysis of its consumer needs, cost, convenience, and communication strategies through the 4C marketing theory, explore its marketing model in the Thai market, analyze the results and difficulties encountered by BYD's new energy vehicle marketing strategies in the Thai market, and explore the optimization plan for BYD's new energy vehicle marketing strategy in Thailand, so as to achieve the sustainable development of BYD's new energy vehicle company in the Thai market.

Keywords: BYD New Energy Vehicle; 4C Marketing theory; Thai market

1 INTRODUCTION

1.1 Literature Review

1.1.1 The status quo of BYD automobile marketing

In recent years, research on BYD's automobile marketing strategy at home and abroad has shown a diversified trend, but most of the research is still focused on the brand itself and the performance of the domestic market, and a few studies have extended to overseas markets such as Germany, Europe and Laos [1].

Wang He pointed out the shortcomings of BYD and provided implementation guarantee for the optimization of its marketing strategy [2]. Zhang Mai proposed that integrated marketing mix is one of the main reasons for BYD's overseas sales growth [3]. Chen Wenjun believes that BYD has certain problems in product types, supporting facilities, publicity channels, after-sales service and other aspects, and puts forward suggestions to improve its market share and brand influence [4]. Chen Lifan pointed out that BYD's diversified development strategy for electric vehicles will become the focus of BYD's future development [5]. Chang Jiying and Yang Yuqi believe that maintaining a leading position in the fierce market competition requires new marketing ideas [6].

KanZhou proposed a digital marketing target consistent with the expansion strategy through a detailed analysis of the external market situation, and emphasized the importance of enhancing brand awareness and promoting products and services to promote the development of the electric vehicle market in Malaysia. Chen, Xiaoying Li, Jiyou Zhao, Chenyu compared and analyzed the marketing strategies of BYD and Tesla. YANG Siqi used SWOT analysis and multiple regression model analysis to understand and determine the development opportunities and potential problems of BYD [7]. Tongxi Jiang paid great attention to BYD's green marketing strategy [8].

1.1.2 Marketing theory of new energy vehicles

Domestic theoretical research on new energy vehicle marketing mainly focuses on classic theories such as 4P theory, STP theory and SWOT analysis, and some studies also introduce analytical tools such as Porter's Five forces model, 7P theory and 6P theory, while foreign new energy vehicle marketing theories are more abundant. The specific research results are as follows.

Gan Xinxin, Li Shuheng, Wan Xiaoqiandiscussed exhibition marketing strategy with 4P theory as the guidance framework [9]. Yuan Xueying comprehensively applied PEST analysis, Porter's Five Forces model, STP theory and 4Ps theory to analyze HK Company's marketing strategy [10]. Zhan Lixin proposed that automobile enterprises must realize that modern consumers' demands have shifted from simple products to comprehensive consumption including service, experience and brand value [11]. Su L, Fang S, Lai F, et al pointed out that competitive marketing strategy is the key for enterprises to maintain sustainable competitive advantage [12]. The research of Yu F, Wang L, Li X and other scholars emphasizes the importance of combining online sales with offline marketing [13]. Dutta G,Dutta A proposed that the international development of brands in developing countries should break through three psychological barriers [14].

1.2 Relevant Theories

1.2.1 PEST Analysis method

PEST analysis method is a special method used to analyze the external macro environment of enterprises, focusing on the four aspects of Political, Economic, Social and Technological factors, so that enterprises can evaluate the changes in the external environment they face. Make strategic decisions that fit with it.

Political environment includes a country's social system as well as government guidelines, policies and laws, etc. Government policies have a wide impact on the business behavior of enterprises, such as minimum wage restriction, labor protection, social welfare, etc. Government intervention is generally indirect, and macroeconomic regulation is achieved through tax rate, interest rate, exchange rate and other means. In this study, the policies implemented by the Thai government include tax relief, car purchase subsidies and charging facilities construction.

Economic environment includes many factors such as the level of economic development, scale, growth rate and inflation rate, which will have a direct impact on the cost structure and market demand of enterprises, which can be reflected in the economic growth and consumption upgrading of Thailand in this study.

The social environment includes many factors such as population, values, and moral standards, and these factors have an impact on consumer demand and behavior. In this study, Thai consumers pay more attention to the practicality and comfort of vehicles, and their attention to environmental protection and energy saving is gradually increasing, which lays a social foundation for the promotion of BYD's new energy vehicles.

The technological environment includes breakthroughs in high-tech, process technology and basic research. Technological progress will have an impact on the production efficiency and product quality of enterprises, and may also give rise to new market opportunities and change the competitive landscape. In this study, BYD's blade battery technology and intelligent driving system have certain advantages in the Thai market.

1.2.2 4C marketing theory

The 4C marketing theory was proposed by the American marketing expert Professor R.F. Lauterborn in 1990, which corresponds to the 4P of traditional marketing. Guided by Consumer needs, it resets the four basic elements of the marketing mix: consumer, Cost, Convenience and Communication. It emphasizes that enterprises should first put the pursuit of customer satisfaction in the first place, then strive to reduce the purchase cost of customers, and then pay full attention to the convenience of customers in the purchase process, instead of deciding the sales channel strategy from the perspective of enterprises, and finally implement effective marketing communication with consumers as the center.

Customer mainly refers to the needs of customers. The first thing an enterprise should do is to understand and study customers and provide products according to their needs. What an enterprise provides is not only products and services, but also the Customer Value generated by them is more important. Byd, for example, has targeted Thai consumers' aesthetic preferences with sleek exteriors and comfortable interiors.

Cost not only refers to the production cost of the enterprise, that is, the Price in the 4P theory, but also covers the purchase cost of the customer, which means that the ideal situation of product pricing is lower than the psychological price of the customer, but also to enable the enterprise to obtain certain profits. The cost of a customer's purchase includes the monetary expenditure, as well as the time, energy and effort expended, as well as the purchase risk, which together constitute the total cost of the customer. In this study, BYD reduces production costs and prices by investing in Thailand to build factories and optimize production processes, so as to meet customers' psychological expectations.

Convenience means to provide customers with the greatest shopping and use convenience. 4Cs marketing theory emphasizes that enterprises should consider customers' convenience more than their own convenience when formulating distribution strategies. Through good pre-sale, sale and after-sales service to allow customers to shop at the same time, but also enjoy the convenience. In this study, BYD's pre-purchase intelligent experience and simplified car purchase process in the Thai market all reflect the consideration of customer convenience [15].

Communication is used to replace the corresponding Promotion in the 4P. 4C marketing theory holds that enterprises should establish a new enterprise/customer relationship based on common interests through active and effective two-way communication with customers. This is no longer a one-way promotion and persuasion of customers, but in the communication between the two sides to find a way to achieve their own goals. This study can be reflected in BYD's effective communication with Thai consumers through social media, offline activities and public welfare projects.

2 ANALYSIS OF THE MACRO ENVIRONMENT OF BYD'S MARKETING IN THAILAND

In this chapter, focusing on the four dimensions of policy environment, economic environment, social environment and technical environment, the marketing environment of BYD new energy vehicles in the Thai market is deeply analyzed.

2.1 Political Environment

Exchanges and cooperation projects between China and Thailand in various fields such as politics, economy and culture have shown an increasingly close trend, which has created quite favorable international environment conditions for Chinese enterprises like BYD to explore the Thai market.

The Thai government has formulated a "30/30" policy to support the development of the new energy automobile industry, that is, by 2030, Thailand's domestic electric vehicle replacement rate should be more than 30%, and the new energy vehicle production capacity should also reach more than 30%. This policy goal reflects the Thai government's emphasis on the new energy automobile industry. It has provided great market opportunities and broad market space for BYD and other new energy vehicle brands.

In order to accelerate the popularization and promotion of new energy vehicles, the Thai government has also implemented a series of tax incentives and subsidy policies. The Thai government has reduced consumption tax on electric passenger cars and electric pickup trucks priced within a certain range; A reduction in import duties of up to 40% is provided for electric passenger vehicles imported within a specified period. These policies reduce the cost of consumers to buy new energy vehicles, improve the market competitiveness of new energy vehicles, and help BYD and other new energy vehicle brands to sell in the Thai market.

2.2 Economic Environment

As the second largest economy in Southeast Asia, Thailand is characterized by relatively stable economic growth and a high degree of opening up. After the end of the COVID-19 epidemic, Thailand's economy has gradually begun to show a trend of recovery, with its gross domestic product (GDP) reaching about 514.9 billion U.S. dollars in 2023, and the economic growth rate reaching 3.89%. Such economic recovery conditions have set up a good foundation for the growth of the automobile market [16].

The automobile industry has always been one of the pillars of Thailand's economy. Thailand has a mature automotive industry infrastructure and supply chain network, providing a solid foundation for BYD and other car companies to enter and develop. In the past, the Thai car market was dominated by Japanese car companies, such as Toyota and Honda, which once held as much as 90% of the Thai market. However, with the entry of Chinese car companies, this pattern is changing, especially in the field of new energy vehicles, from Autolife released the annual sales data of Thai cars show that BYD Atto3 (corresponding to domestic model Yuan plus) won the first place with annual sales of 19,200 units, and the market share exceeded 25%; Byd Dolphin and BYD Seal ranked third and ninth, with sales of about 9,410 and 1,810 units, respectively, and an overall market share of nearly 80% in Thailand.

The demand for new energy vehicles shows a rapid growth trend. In 2023, the cumulative sales number of pure electric vehicles in Thailand exceeded 76,300 units, a surge of 66,600 units compared with last year, an increase of 684%, and the proportion of pure electric vehicles in the overall sales rose to 12%. This trend is mainly due to the Thai government's active promotion of new energy vehicles and the introduction of a series of preferential policies. Consumers are increasingly accepting of environmentally friendly and energy-saving new energy vehicles, which has brought huge market opportunities for BYD and other new energy vehicle brands. In tourist cities such as Bangkok and Phuket, BYD's electric vehicles have become the preferred choice in the field of public services such as online car hailing and taxis by virtue of their economic and environmental protection characteristics.

2.3 Social Environment

Thailand's urbanization process continues to accelerate, urban residents have become increasingly concerned about convenient and environmentally friendly travel methods, and the scale of the middle class in Thailand continues to expand. It is expected that by 2030, the middle class population will account for more than 60% of the total population, and the demand of this group for high-quality and environmentally friendly vehicles has increased significantly, opening up a broad space for the new energy vehicle market.

Worldwide, the awareness of environmental protection is continuously improving. In this context, the acceptance of new energy vehicles by Thai consumers also shows a gradually rising trend. The Thai government has promulgated a series of preferential policies for car purchase and tax incentives. We hope to build a complete and efficient local electric vehicle industry chain to create more cooperation opportunities for domestic and foreign enterprises. For companies like BYD that already have a production base in Thailand, this means access to more local partners and supply chain resources, allowing BYD to reduce production costs and improve the competitiveness of its products in the market.

Thai consumers generally pay more attention to the practicality, comfort, appearance design and brand image of vehicles when buying cars. Byd Auto's products have excellent performance and quality, and also pay attention to the beauty and fashion of appearance design, which meets the aesthetic needs of Thai consumers. Byd also sponsors sports events, participates in social welfare activities and other ways. Actively shape the brand image, improve BYD's visibility, and attract the attention of Thai consumers.

New energy vehicles have a unique advantage in the Thai market due to their low noise, zero emissions and ease of handling. Byd's new energy vehicles have excellent endurance, and are equipped with advanced technologies such as intelligent driver assistance systems, which makes driving convenient and safe, which makes BYD's new energy vehicles popular in the Thai market, and has become one of the key choices for consumers in the field of urban travel [17].

2.4 Technical Environment

The Thai government attaches great importance to the development of new energy vehicle technology, and gives financial subsidies and tax incentives for the research and development and production of new energy vehicles, which promotes certain progress in new energy vehicle technology. The Thai government has launched an overall planning and layout for the new energy vehicle industry chain. By strengthening the construction of charging stations, the safety verification of power batteries, and the recycling management of scrapped electric vehicles and other work at the whole industry chain level, the development of the new energy vehicle industry will be fully guaranteed. The implementation

of these policies has provided strong support for the expansion of BYD and other new energy vehicle brands in the Thai market.

Byd, as a world-renowned new energy vehicle manufacturer, has a high reputation in the industry for its technological innovation ability. Byd has achieved significant progress in battery technology, motor technology and electronic control technology, providing a solid guarantee for the endurance, performance and safety of new energy vehicles. In the Thai market, BYD relies on its technological innovation advantages, launched a number of new energy vehicle products that meet the needs of the local market, such as BYD Atto 3 (corresponding to the domestic model Yuan PLUS) and Seal (SEAL) and other models are quite eye-catching in the Thai market, and its excellent performance and intelligent configuration have been widely recognized by consumers. Byd also attaches importance to cooperation with local enterprises and research and development institutions in Thailand, and work together to promote the research and development and application of new energy vehicle technology, relying on cooperative research and development and technology sharing and other ways, BYD continues to improve its technical strength and launch new energy vehicle products that are more suitable for the Thai market. This cooperation model is conducive to the long-term development of BYD in the Thai market, and also provides strong support for the upgrading and transformation of Thailand's new energy automobile industry.

3 ANALYSIS OF BYD'S MARKETING STRATEGY IN THAILAND MARKET

3.1 BYD Meets the Differentiated Needs of Thai Consumers

3.1.1 Meet environmental awareness and energy saving needs

With the continuous improvement of global environmental awareness, Thai consumers have become increasingly concerned about the environmental performance and energy-saving characteristics of cars. As the world's leading new energy vehicle manufacturer, BYD's new energy vehicle products just meet this demand. Byd's electric vehicles launched in the Thai market, such as dolphin, Seal and other models, All of them use advanced battery technology and power system to achieve zero emissions and low energy consumption, which is also in line with the policy orientation of the Thai government for new energy vehicles. And these models have a high energy efficiency ratio, in the case of guaranteed performance, can reduce the cost of use for consumers.

3.1.2 Practicability and cost-effective requirements

In order to meet the high requirements of Thai consumers for vehicle performance, safety and comfort, BYD continues to invest in research and development, hoping to improve the technical level of products. Byd's blade battery technology, with its high energy density, long service life and good safety, has been widely recognized by Thai consumers. With the help of intelligent and networked technology, BYD's electric vehicles can remotely control vehicle charging, air conditioning and other functions with the help of mobile phone apps, and can also view the status and location information of the vehicle in real time. These technologies enhance the convenience of consumers to use vehicles, but also improve their technological feelings and belonging to the BYD brand.

Thai consumers are more sensitive to commodity prices and tend to look for cost-effective products. Byd's electric vehicles launched in the Thai market have excellent performance in performance and have certain competitive advantages in price. In order to reduce the cost of buying cars for consumers, BYD has implemented a variety of preferential measures in the Thai market. Such measures as price reduction promotions and car subsidies have made BYD's electric vehicles have a high cost performance in the Thai market, attracting the attention of many consumers.

3.2 The Cost that Consumers are willing to Pay

Byd has invested a lot of efforts in cost control. On March 10, 2023, BYD Thailand factory held a groundbreaking ceremony, and on July 4, 2024, BYD Thailand factory was completed and the 8 millionth new energy vehicle rolled off the assembly line, because localized production was achieved, transportation costs and other intermediate links were reduced. According to the policy of the Thai Investment Promotion Board, also known as BOI, locally produced new energy vehicles can enjoy an eight-year corporate income tax reduction and a 50% reduction in import duties. These cost savings can be directly reflected in the vehicle's selling price, making BYD's electric vehicles more competitively priced.

Byd is good at taking advantage of policy advantages, with close cooperation with the Thai government, so that consumers can effectively enjoy the actual benefits brought by preferential policies, BYD also works with local charging facility operators in Thailand to give consumers free charging services, which reduces the cost of consumers in the process of car purchase and use.

Byd attaches great importance to improving the energy efficiency and durability of products. Its blade battery technology has the characteristics of high energy density, long life and high safety, which can effectively reduce the maintenance cost of vehicles. The service life of the battery can reach more than 8 years, and it does not need to be replaced frequently, reducing the energy consumption cost and maintenance cost of consumers. These value-added services enhance consumers' car buying experience and provide them with long-term cost savings [18].

3.3 Consumer Convenience

Byd clearly understands that the complexity of the car buying process is likely to become a major obstacle for

consumers to buy cars, so BYD strives to simplify the car buying process to improve the convenience of car buying. Byd has arranged a number of sales outlets in the Thai market, including 4S stores, showrooms and online car buying platforms, to provide consumers with diversified ways to buy cars. Consumers can choose the most suitable way to buy a car according to their own needs and preferences. Byd has integrated intelligent technology into the car purchase process, such as online booking test drives, online configuration of vehicles, online deposit payment, etc. These measures have greatly shortened the time required for car purchase and improved the efficiency of car purchase. Byd launched a digital service platform in Thailand, through BYD's mobile app or official website, consumers can enjoy booking maintenance services, check vehicle status, remote control, diagnosis and other convenient services. These digital service platforms improve the convenience of consumers' car purchase and use and the convenience of after-sales service, and also give consumers more personalized and intelligent service feelings. Consumers can remotely control the charging, air conditioning and other functions of the vehicle with the help of mobile applications, and view the status and location information of the vehicle in real time, which greatly improves the convenience of consumers to use the vehicle.

3.4 Communication with Consumers

In terms of communication with consumers, BYD has invested a lot of energy in the prime locations of Suvarnabhumi Airport and major traffic roads in Bangkok, the capital of Thailand, and put a considerable number of huge billboards to attract the attention of the public, while making full use of social media platforms. Facebook, Twitter and the popular local social media site Taimeng have built a huge fan base. With the regular release of brand concept, product information, sales activities and other content, BYD has passed the value of products to consumers, but also enhance the brand exposure and visibility; And BYD actively interacts with consumers on social media, using video, pictures and text and other forms, using lottery, answer questions, drawing and other activities to show consumers the performance, safety and use experience of electric vehicles; Byd posted a test drive video of the ATTO 3 model on Facebook, showing the vehicle's intelligent driver assistance system and environmental performance, which garnered more than 100,000 views and thousands of interactions. In addition, BYD relies on the release of user experience and evaluation, which enhances consumers' trust in the product. This kind of content marketing method that deeply interprets the value of the product is conducive to BYD establishing a professional and reliable brand image in the Thai market.

Actively participate in various local exhibitions and activities to showcase the latest models and cutting-edge technologies in these occasions, so as to improve the brand's exposure in the local market. Deeply cooperate with ReverAutomotive, a local auto agency in Thailand, and make full use of the company's advantages in local resources and channels. It can quickly open the local market, so that the brand awareness and reputation can be improved.

Byd actively carries out online activities and live sales in the Thai market, successfully breaking through the time and space limitations of the traditional sales model. Byd directly interacts with consumers in the form of live sales, presents product features and advantages, answers consumers' doubts, and improves their confidence in buying. Such a precise and efficient communication channel. This will enable BYD to respond more quickly to consumer demand in the Thai market and improve sales performance.

4 PROBLEMS IN BYD'S MARKETING STRATEGY IN THAILAND

4.1 Functional Requirements of Consumers are not Fully Met

When Thai consumers buy electric vehicles, safety factors, the number of charging piles, and charging time are the main considerations. With its high technical level, BYD Automobile can meet the needs of consumers on safety and efficiency in a timely manner, but there are still obvious shortcomings in the layout of charging piles. With the expansion of the new energy vehicle market, Thailand's charging pile market is expanding day by day, but the problem of insufficient number of charging piles and unequal distribution is still prominent.

According to the data provided by the Electric Vehicle Association of Thailand (EVAT), as of December 31, 2023, this time node, Thailand has built a total of 2658 charging stations, which are equipped with a total of 9694 charging stations, according to statistics, Thailand's pile ratio is about 11:1. This ratio is far below the internationally recommended standard value of 3:1. This low level of pile increment ratio means that the construction progress of charging piles in Thailand is difficult to fully meet the continuous growth of consumers' charging demand, and the problem of difficult charging will be more prominent when the holiday is approaching.

In addition, the distribution of charging piles in Thailand is also uneven. From the distribution map of charging piles, it can be found that Thailand's charging infrastructure is mainly concentrated in Bangkok and its surrounding areas where the economy is relatively developed, while the supply of charging piles in other areas is seriously insufficient. Half of the passenger cars and about 70% of the pure electric vehicles in Bangkok are collected. Charging stations and charging piles are correspondingly concentrated in this area, compared with the supply of charging piles in other parts of Thailand is in a very tight state, which is difficult to meet the daily use needs of consumers.

Kaitai Research Center predicts that with reference to the ratio of cars to piles in cities such as Singapore, Shanghai and London, combined with Thailand's population density, vehicle types and numbers, it is found that Thailand should have no less than 19,000 public charging piles by 2025 to meet the demand for plug-in pure electric vehicles that may increase to 300,000, but in fact the number of charging piles is far from this. The lag in the construction of charging infrastructure will become the main bottleneck restricting the development of Thailand's pure electric vehicle market in

the short term.

For most consumers, whether electric vehicles can be used for a long time, charging convenience plays a decisive role. Byd lacks charging infrastructure, which may lead to the loss of some potential customers. Behind this problem, BYD has limitations in resource allocation and market strategic planning. Perhaps more emphasis on the expansion of the sales network and brand promotion, but relatively little investment in the construction of charging infrastructure.

4.2 Pricing Strategy is Unstable

When BYD entered the Thai market, the initial pricing reference was the global market experience, but it did not fully consider the sensitivity of Thai consumers to price and their preference for Japanese brands, making pricing and consumers' willingness to pay a disconnect, ultimately resulting in initial sales failed to reach the expected target.

In the extremely fierce market competition, BYD has to use price reduction to attract consumers and fight for market share. This strategy has successfully attracted many new customers to place orders. In order to convince customers that this will be the lowest discount, some dealers will restore the original price later, which makes many customers who were hesitant to place orders one after another. This strategy has actually stimulated the growth of sales, but the subsequent price adjustment strategy has exposed more serious problems.

Byd implemented several price reduction promotion measures in Thailand, the highest price reduction of its popular SUV model "ATTO 3" once reached 340,000 baht, and the official guide price of the "Dolphin" model was also reduced from 699,900 baht to 559,900 baht, which caused dissatisfaction and complaints from some old owners. Some owners feel that the price they pay when they buy a car is on the high side, and the subsequent sharp price cuts make them feel "stabbed". Byd owners have complained, including activists who say they will no longer buy BYD car products. On July 3, Ms Jiraporn Sinthuprai, Minister in the Prime Minister's Office, directed the OCPB to launch an investigation into BYD's promotional discounts. The Economic Times reported on July 5 that Thailand's consumer protection agency has received about 70 complaints against BYD cars since it began investigating the company's aggressive discount-promotion policies by buyers who believe they are overpaying for Chinese electric cars.

Although the Thai Trade Competition Commission expressed support for BYD, claiming that BYD sold the product price below the cost of production, BYD did not violate the Thai Trade Competition Law, and believed that the price reduction can promote more competition in the automotive market, so that consumers can benefit from the pricing strategy used by BYD. It inevitably sets off a chain reaction and potential harm.

During several price adjustments, BYD did not explain the reasons behind the price changes to consumers in a comprehensive and detailed way, which caused consumers to have many doubts about BYD's pricing strategy. Some consumers took a wait-and-see attitude because they were worried that prices would continue to fall, and even doubted whether there were problems with product quality or corporate financial status. Those consumers who are more sensitive to price will switch to other brands based on price factors, too low pricing strategy may lead to the loss of its brand image and product premium ability, consumers may associate BYD's products with the "cheap" label, affecting its future efforts to transition to the high-end market. This drastic price reduction has damaged the brand image and reduced consumers' trust in the brand, making it difficult for BYD to build a stable customer base and adversely affecting the long-term stability and sustainable development of the enterprise.

From a long-term perspective, such more frequent price cuts will have an impact on the interests of owners who have already bought cars, and may also cause the market price system to fall into chaos. As a key force in the market, BYD's price cuts may prompt other competitors to take corresponding measures to maintain their market share by reducing prices. Such competitive price cutting will make the profit margin of enterprises compressed, so that enterprises R & D investment and the ability to improve product quality is weakened, and eventually there may be more poor quality and high degree of homogenization of products in the market, causing damage to the long-term interests of consumers, and adversely affecting the transformation and upgrading of the automobile industry and the improvement of global competitiveness.

4.3 After-Sales Service Needs to be Improved

Byd has entered the Thai market for a relatively short period of time and has not yet built a complete after-sales service network. In the initial stage, BYD put more resources into sales and brand promotion, but its investment in after-sales service is relatively insufficient. Such an uneven distribution of resources leads to a lag in the construction of after-sales service network. After-sales service outlets are basically vacant, which makes it difficult for consumers in these areas to enjoy convenient after-sales service.

At the same time, BYD's after-sales service mainly relies on the traditional model, the equipment and technical level of some outlets are limited, and it is unable to provide efficient and high-quality repair and maintenance services. The diagnostic equipment and maintenance tools of some outlets are relatively old, and the technicians lack experience in the maintenance of new energy vehicles, which makes the service efficiency low. It shows that BYD does not pay enough attention to after-sales service in its market strategic planning, and there are limitations in resource allocation.

At the current stage, there is no uniform standard in the Thai market for the vehicle warranty period, battery warranty period and maintenance costs involved in the maintenance process of new energy vehicles, which causes consumers to have doubts about the transparency and reliability of after-sales service. According to the results of market research, it can be found that, Consumers' concerns about the purchase of BYD's new energy vehicles are mainly focused on after-

sales service issues. Most of the negative comments on the Internet are related to after-sales service, which fully shows that BYD urgently needs to improve relevant standards in order to enhance the credibility of after-sales service system and consumer satisfaction.

The technology of new energy vehicles is complex, the technical level of maintenance personnel is different, the maintenance process is different, BYD parts supply chain is not fully mature, some outlets are difficult to obtain the necessary parts for maintenance in time, limiting the service ability, such as battery modules and motors and other key parts supply cycle is long, consumer vehicle maintenance and repair face a long time and high cost, ease of use is reduced, and the supply cycle is very low. The inconvenience of after-sales service directly affects the overall car experience of consumers and reduces their satisfaction with BYD brand.

There are profound reasons behind these problems, mainly due to the shortcomings of BYD in resource allocation and market strategic planning in the Thai market. In the initial stage, BYD may pay more attention to the expansion of sales network and the improvement of brand awareness, but it invests relatively little energy in the construction of after-sales service network and the optimization of supply chain. In addition, the cooperation with the local after-sales service providers is not close enough, which also causes certain limitations on the rate of network expansion and the improvement of service quality.

4.4 The Communication Mechanism is Faulty

There are many problems in the communication mechanism between BYD and Thai consumers, the most prominent of which is that BYD's information transmission in the Thai market is not clear and transparent, and BYD's explanation of product information, after-sales service policy and price adjustment is not clear and clear, resulting in confusion and even suspicion among consumers. As a result, consumers are deeply worried about the quality of BYD's automotive products and the financial status of the brand, and consumers' trust in BYD's brand has declined significantly, and a large number of potential customers have been lost.

On the other hand, the communication content between BYD and consumers is not fully combined with the Thai cultural background, its advertising and brand stories lack attention to the emotional needs of Thai consumers, and it is difficult to arouse resonance. Byd does not always pay attention to the sensitivity of Thai consumers to prices, does not respond to existing problems in a timely manner, and just blindly copies the domestic promotion model. There is no combination of Thai culture and the particularity of Thai culture is ignored.

Although BYD has achieved some results in both traditional marketing channels (such as TV and print media) and network information platforms (such as social media and mobile applications), BYD lacks the combination of online, online and offline channels. Byd has not fully utilized "Internet +" and "big data application" channels to build sales systems and formulate strategies. As a result, there are barriers to information exchange in online and offline channels, and the coverage of information dissemination is limited. The promotion activities of online platforms and the services of offline sales outlets are not effectively coordinated, which makes it difficult for consumers to obtain consistent service experience offline after obtaining information online. Moreover, the user data of the online platform and the offline sales data are not fully integrated, which limits the effect of precision marketing.

5 BYD'S MARKETING STRATEGY OPTIMIZATION SUGGESTIONS IN THAILAND

5.1 Improve Basic Charging Facilities

In the current background of the rapid development of new energy vehicles, the supply and construction of charging facilities has become a key issue affecting the user experience of consumers. When consumers drive new energy vehicles, they should always pay attention to the specific situation of vehicle power, even if the fastest charging mode is used, it takes at least 40 minutes. Such a situation has affected the convenience of travel and the pace of life of consumers to a certain extent.

In order to meet the functional needs of consumers, BYD needs to strengthen the construction of charging facilities, so that consumers do not worry after buying cars, BYD can build its own charging stations in major cities and traffic arteries, especially in Bangkok, Chiang Mai and Phuket, where the demand for new energy vehicles is high, like building 50 charging stations in downtown Bangkok and along the main highways. Each charging station is equipped with 10 to 15 charging piles, with an estimated total investment of about 500 million baht and a construction period of 12 to 18 months, BYD can also cooperate with the Thai government, power grid companies and other energy companies to build charging facilities. For example, in cooperation with the National Oil Company of Thailand to add charging piles in its gas stations and reduce construction costs with the help of existing infrastructure, it is expected that the number of cooperative construction of charging stations is 100, with an investment of about 5 million baht per charging station, and the construction period is 6 to 12 months.

Considering the distribution characteristics of the charging demand of new energy vehicles in various regions, BYD should start to develop the overall planning and step-by-step implementation plan for the charging and replacement facilities of new energy vehicles. The first thing to do is to build a sound charging pile layout and construction plan to ensure that the infrastructure network can meet the needs of the promotion and application of new energy vehicles. Then it will gradually expand to second - and third-tier cities and rural areas. Subsequently, BYD should formulate a detailed step-by-step implementation plan, fully consider the types and quantities of new energy vehicles and many other factors, while taking into account the market demand in the next five to ten years, and reasonably plan the

construction of new energy charging facilities.

In terms of charging pile layout, BYD can choose to adopt a diversified strategy. It can consider installing charging facilities in places with high utilization rates such as automobile 4S shops, public parking Spaces, community parking lots, temporary roadside parking lots, temporary camp public parking Spaces, and Sinopec gas stations, and clarify the specific requirements and proportions of the construction of large-scale underground parking lots in buildings and the reserved charging facilities for public parking Spaces in larger cities. Ensure the coverage and convenience of charging facilities. For long-distance demand, BYD can build charging and power change facilities at highway toll stations, and actively build ultrafast charging technology LAN connections for ordinary highway intercity trains to further improve the coverage and efficiency of the charging network.

5.2 Stable Price Strategy

In view of the current market situation, the Minister of the Thai Prime Minister's Office, Gilapong, convened the senior executives of BYD Thailand and its Thai distributor Rever Automotive company in the Prime Minister's Office to conduct a more in-depth discussion on the unfair treatment of consumers caused by BYD's price reduction. The meeting proposed to optimize the management of consumer expectations, in terms of price strategy, Properly protect the interests of Thai consumers. After some negotiations, the two sides finally reached an agreement on free charging for a year, in order to ease consumer dissatisfaction, BYD in addition to responding to the incident has happened, but also to study and improve the price strategy itself.

Byd needs to strengthen its research work on the Thai market, carefully analyze the real needs and preferences of local consumers, and pay close attention to and in-depth analysis of competitors' pricing trends and market strategies. Byd can rely on market research and consumer feedback, with the help of data analysis tools to build a pricing structure that can ensure profit margins and effectively attract target customer groups. In this process, it is necessary to abandon excessive reliance on a single price reduction promotion, and instead explore diversified and strategic price management approaches. Byd can actively adopt differentiated pricing and combination pricing strategies, design personalized pricing plans for different consumer groups and different purchase scenarios, and improve the added value of products by providing rich value-added services and innovative combination benefits, so as to attract and retain customers.

Byd can refer to Tesla's pricing experience, implement the strategy of "down with up, overall optimization", when it is necessary to take price reduction measures, choose to reduce the price of entry-level models by 5%-10%, in order to improve market competitiveness, at the same time, price changes for high-equipped models or value-added services. You can choose to increase the price of high-end models equipped with intelligent driver assistance systems by 3% to 5%, in order to enhance brand value and profit margins. With the flexible price adjustment strategy, to break the inherent expectations of consumers for "blind price reduction", improve the premium ability of the brand, BYD can also launch limited edition models or special promotional activities during the price reduction promotion, effectively manage market expectations, stimulate consumers' sense of urgency to buy, and finally achieve a double increase in sales growth and market share.

In the face of the challenge of price strategy, BYD needs to adopt a comprehensive use of a variety of methods, precise application of force strategy, to build a set of both robust characteristics and elastic characteristics of the price management system, the system can quickly respond to market changes in a short period of time, but also from a long-term perspective. Ensure that it can be matched with the long-term development strategy of the enterprise.

5.3 Improve the After-sales Service System

Byd needs to strive to build a more powerful and comprehensively upgraded after-sales service system, which is a manifestation of corporate responsibility, but also every car company seeking long-term development should continue to pursue the goal, a wide coverage and high reliability of after-sales service network, to enhance brand competitiveness, improve customer stickiness has great value. Such a network design can provide customers with great convenience, whether it is daily maintenance, or sudden vehicle failure processing, can ensure that customers get a fast and professional and reliable response in the shortest time.

If BYD wants to achieve this goal, it will have to work on a number of different aspects to meet the growing demand for after-sales service, the first key thing to do is to significantly increase the layout of sales and service outlets, be sure to ensure that whether it is in the heart of the bustling city or in the remote rural fringe area. Byd's customers can easily find the nearest service outlets. In the process of expanding outlets, BYD needs to strengthen pre-job training for business personnel to improve their business level and quality. This requires expansion in quantity and refinement in service quality to ensure that each outlet can provide high-quality services that meet uniform standards.

It is necessary for BYD to strengthen the dynamic management ability of after-sales service and introduce advanced digital management tools, such as real-time monitoring system, in order to comprehensively track every minute detail in the after-sales service process. The system can monitor service progress in real time to ensure service efficiency, and can also use data analysis to estimate potential service demand and allocate resources in advance. Improve service response speed and quality. Moreover, this system can collect and analyze customer feedback, provide valuable data support for continuous optimization of service process and improvement of service quality, improve customer evaluation of service satisfaction and loyalty, and lay a solid customer foundation for the long-term development of

enterprises.

5.4 Optimize the Communication Mechanism

In the Thai market, the main problem BYD faces is the lack of transparency in information transmission, consumers have doubts about product related information, after-sales service policies and price adjustments, and this information asymmetry has greatly reduced consumers' trust in BYD. If BYD wants to break through this dilemma, it can try to use the official website and social media. Regular release of detailed warranty policy, maintenance cost explanation, and the reason for price adjustment content, so as to ensure that consumers can obtain accurate information in a timely manner. When changes occur, BYD can also use email and SMS notifications to push the latest product information and after-sales service reminders to consumers to enhance the transparency and accessibility of information.

Another challenge BYD faces in the Thai market is poor cultural adaptability. Its advertising and brand stories fail to fully integrate into the Thai cultural background, making it difficult for consumers to form emotional resonance. In order to strengthen the cultural connection between the brand and consumers, BYD needs to deeply analyze the Thai cultural background and consumer preferences. And the localization elements cleverly integrated into the advertising and brand story, for BYD, the formation of a localized marketing and communication team is very key. These team members are familiar with the Thai market dynamics and consumer needs, and can develop more targeted communication strategies to ensure that the brand message resonates strongly with local consumers and achieves better results in the Thai market.

Byd in the Thai market is faced with the outstanding situation of poor coordination between online and offline channels. When consumers obtain relevant information online, it is difficult to obtain consistent service feelings offline. This disconnect between online and offline has a direct impact on the overall satisfaction of consumers. First, strengthen the collaboration between online and offline channels, and integrate online user data and offline sales data with the help of CRM system, which can provide consumers with seamless connection on car purchase and service experience. Secondly, the online platform provides booking service and real-time information query function of offline outlets, so as to facilitate consumers to obtain consistent service experience offline.

In the digital era, big data and analytical tools have brought unprecedented opportunities to BYD. It needs to make full use of these tools to deeply explore customer needs and accurately identify target consumer groups. Byd can predict market trends and consumer behaviors with data analysis, which is conducive to optimizing supply chain management, improving production efficiency and reducing costs. The data-driven decision-making process can help brands develop more accurate market positioning and promotion strategies, and can also lay a solid foundation for the continuous development and strategic upgrading of the brand.

6 CONCLUSION AND DISCUSSION

6.1 Research Conclusions

This paper takes the marketing strategy of BYD New Energy Automobile Company in the Thai market as the research object, analyzes its consumer demand, payment cost, convenience and communication strategy through 4C marketing theory, explores its marketing model in the Thai market, and analyzes the process of implementing marketing strategy of BYD New energy Automobile Company in the Thai market. The results obtained and difficulties encountered were analyzed, and the optimization plan of BYD's new energy vehicle company's marketing strategy in Thailand was explored. The sustainable development of BYD's new energy vehicle in the Chinese market was promoted by improving the construction of charging infrastructure, stabilizing pricing strategy, improving after-sales system and optimizing communication mechanism.

6.2 Research Prospects

In the whole process of research, the core focus of this paper is to focus on the overall marketing strategy of BYD New Energy Automobile Company in the Thai market. Through the 4C marketing theory, this paper briefly studies the marketing strategy content of BYD New Energy Automobile Company in the Thai market. When writing, it is restricted by its own scientific research level and understanding ability, and the limitation of data acquisition. There may be deviations in the judgment of BYD's status quo and problems in the Thai market, and there is also the possibility of further optimization when making relevant suggestions. In this study, there is no in-depth analysis of the whole industry chain of new energy vehicles, and no horizontal comparison between other new energy vehicle products and BYD's new energy vehicle products, so the research in this aspect lacks a certain depth and breadth. In the future, I will continue to pay attention to this field, record its dynamics, expand my research horizon, analyze BYD's marketing strategy in Thailand more deeply and comprehensively, grasp the problems more accurately, propose more appropriate countermeasures, and break through and improve the existing marketing strategy.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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