JÖNKÖPING UNIVERSITY
Jönköping International Business School

The Implication of E-commerce and Its Impact on the Brand Identity of Bright Dairy

A Bright Dairy Case Study

BACHELOR DEGREE PROJECT
THESIS WITHIN: *Business Administration*
NUMBER OF CREDITS: *15 ECTS*
PROGRAMME OF STUDY: *Marketing Management*
AUTHOR: *Huiming Liang, Xiaomeng Gao, Xinyi Zhang*
JÖNKÖPING December 2020

Bachelor Thesis in Business Administration

Title: The Implication of E-commerce and Its Impact on the Brand Identity of Bright Dairy. A Bright Dairy Case Study
Authors: Huiming Liang, Xiaomeng Gao, Xinyi Zhang
Tutor: MaxMikael Wilde Bjoeling
Date: 2020-12-09

Key terms: E-commerce, Dairy Industry, Brand Identity, Chinese Dairy, Bright Dairy

---

Abstract

Background: The business scenario has been changed at a rapid pace as the "information communication technology" has changed the course of business. It is observed that "information communication technology" develops new opportunities for the business. The companies are significantly used the ICT as a tool to enhance their brand management strategies. In the dairy market, the recent implication of e-commerce has brought considerable changes toward the brand identity.

Purpose: The purpose of this research is to investigate the impact of e-commerce on the brand identity of the dairy company. It is observed that with time the dairy companies have left the traditional channel of business and now incorporating the new e-commerce channel. That is why this research is investigated the Bright Dairy company which is one of the leading brands of the dairy industry and recently implement an e-commerce channel with the facilitation of Alibaba.

Method: The research design of this study is based on the Qualitative Research Method in which qualitative data is collected from the managerial level employees of Bright Dairy. The data collected in this research is qualitative which provides considerable facilitation to understand the problem under investigation. A total of 7 interviews are conducted by using a detailed interview guide.

Conclusion: It is concluded from this research that the information gathered from the respondents has indicated that currently, the dairy industry has digitalized its relationship with the customers. The focus of the companies is to ensure the development of their brand by strongly focusing on brand identity. The results also highlight that the dairy companies must have to implement e-commerce and it had a strong impact on the brand identity.

Acknowledgements

The authors would like to appreciate and show grateful attitude to everyone who provided us with precious recommendations and support.

First and foremost, we would like to thank our tutor **MaxMikael Wilde Bjoeling**, who gave us professional suggestions and critiques whenever online or offline seminars and zoom skype meetings. With benign patience and extensive knowledge, we obtained valuable experience and feedback from him. He solved many problems and confusions when we confronted challenges and difficulties.

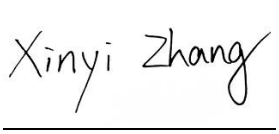
Secondly, we would like to show our gratitude to our peers and opponents. They contributed their time in browsing out thesis paper and providing constructive insights for both the content and the structure.

Thirdly, we would like to thank **Anders Pettersson Melander,** the associate professor in Jönköping University, for managing and coordinating the whole process of the thesis course. Meanwhile, he provided the beginning of the thesis adventure and useful guidelines with detailed information.

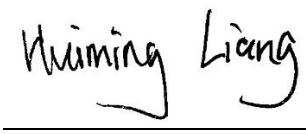
Lastly, we would like to pay special regards to the interviewees of Bright Dairy as well as the members whose words did not show up in the thesis paper. Even through the current COVID-19 pandemic is still on, they had to engage more energies in their busy work, they still squeezed time for the interviews. We are grateful for their dedicated and passionate spirits.

Signatures:

Xiaomeng Gao



Xinyi Zhang



Huiming Liang

Table of Contents

.....1

1. Introduction 1

1.1 Background.....1
1.2 Problem 3
1.3 Purpose 4
1.4 Research questions 5
1.5 Perspective 6
1.6 Delimitation 6

2. Literature Review.....7

2.1 Literature Search 7
2.2 Chinese Dairy Industry.....8
2.3 Brand Identity.....9
2.4 Attributes of Products.....11
2.5 Consumer Loyalty.....12

3. Theoretical framework 16

3.1 Theoretical Framework by combining CBBE and Theory of Planned Behavior: Development of Brand Identity among Consumers 16
3.2 Theoretical Perspective for E-Commerce 19

4. Research Methodology and Method 22

4.1 Methodology 22
4.1.1 Research Design 22
4.1.2 Research Philosophy.....22
4.1.3 Research Approach 23
4.1.4 Case Study 23
4.1.5 Company background.....24
4.2 Method.....25
4.2.1 The procedure of Data Collection 25
4.2.2 Justification of Data Collection Procedure 25
4.2.3 Limitation of Data Collection Procedure.....25
4.2.4 Action Taken for Data Collection and Data Collection Day 26
4.2.5 Population and Sampling 26
4.2.6 Sampling Method.....26
4.2.7 Research instrument.....27
4.2.8 Interview Questions 27
4.2.9 Data Management after Interview.....28
4.2.10 Data analysis plan.....28
4.3 Trustworthiness.....28
4.4 Ethical issues.....30

5. Empirical Findings and Analysis.....31

5.1 Data Analysis.....31
5.2 Data Gathering Procedure 31
5.3 Qualitative Data Analysis 31
5.4 Content Analysis.....32
5.4.1 Justification of Using the Content Analysis 32
5.5 Categorizing of Themes and Verbal Content of Data.....33

5.5.1 Tabular representation of Themes 33
5.6 Analysis and Content Development 34
5.7 Bright Dairy Competitive in Milk Industry of China 34
5.8 The implication of E-Commerce in Dairy Business 36
5.9 Development of Brand Identity and Self Awareness of Dairy Companies 38
5.10 Acceptance of E-commerce among the Dairy Consumers 39
5.11 Impact of E-commerce on the Development of the Brand Identity 40
5.12 Customer-Based Brand Equity and impact on Brand Identity in the Diary Industry 42
5.13 Consumer Purchase Behaviour for Diary Product after E-Commerce . 43
5.14 Summary of Results 44
6. Conclusion 45
7. Discussion and Implication 47
7.1 Discussion 47
7.2 Theoretical Contributions 49
7.3 Practical Implications 49
7.4 Limitation 50
7.5 Future Research 51
8. Reference list 52
9. Appendix 71
9.1 Interview Questions 71

1. Introduction

This chapter provides detailed information about the background of the research under investigation. It includes the information regarding the problem statement and research questions which will be investigated by using certain research methods. It also includes aims and objectives. In the end, it provides detail about the significance of research and delimitation associated with this research.

1.1 Background

The changing business environment with the implication of information communication technology has increased the importance of e-commerce for the companies (Terzi, 2011). Currently, almost every company is using e-commerce as a tool to flourish its brand differently. In China, e-commerce has got considerable importance in recent decades and it has become an important channel for the company to develop business relations with its customers (Efendioglu & Yip, 2004). China is considered the largest e-commerce market in the world because of 632 million internet users. It is estimated that sales govern through e-commerce have made about 3.2% of the overall country GDP (Alibaba, 2020). The business can take advantage of this exceptional use of e-commerce and reach the higher potential of the Chinese customer. To understand the current Chinese e-commerce trend the findings of the Boston Consulting Group are very important. The research indicates that Chinese shopper mainly starts their research on buying through online media. A quarter of the Chinese customer demands their product from the online store which they did not get from the physical stores. Social networking sites are considered important to access the product review. These findings of Boston Consulting Group indicate that e-commerce is one of the leading tools that can be used by companies to develop a strong presence of their brand. According to the 100 most valuable brands in the world published by Brands in 2019, although China has some brands on the list, most of them are state-owned enterprises, and only Huawei and Tencent are private enterprises (Digitaling staff, 2019). This shows that China still lacks brands with independent intellectual property rights and strong international competitiveness. In the face of well-

known brands with assets of billions of dollars abroad emerging in the market, the Chinese consumers gradually feel less satisfied with the domestic brands, and their brand's awareness has gradually risen to a new level, marking the beginning of commercial competition into the brand competition (Yang, 2019). Looking at the well-known foreign enterprises, which construct their brand by starting a brand strategy, and use the brand to open the market and occupy the market. The brand strategy has gradually evolved into a magic weapon for enterprises to adapt to market competition and create core products.

Dairy products are inherent in people’s daily requirements. Commonly, the consumption is orientated by “in-house” consumption and family taste. It is difficult to brand most of the dairy products, which are appropriate for differentiating brand essences and brand strategies and communication campaigns. However, the deviation brands and brand extensions of some specialties can cater to the customer's taste and buying behaviour. The dairy event “Melamine scandal” in 2008 seriously affected Chinese residents’ selections and confidence towards national and foreign brands in the dairy industry. Chinese consumers generally believe that dairy products of foreign brands are superior to the products of local brands in China (Yang, Ramsaran & Wibowo, 2017).

For dairy enterprises, brand influence is the yardstick of measuring the competitiveness of the enterprise, which helps the enterprise to lead the market. For domestic dairy enterprises, it is necessary to strengthen brand construction, cultivate brand strategy, and establish the image of "dairy power". The common point of successful dairy enterprises is that they have successful brands as support, which can play a crucial role and influence the sales of products and the recognition of consumers. The 12th Five Year Plan of China mentioned that it needs to accelerate the structural adjustment of the dairy industry, adjust and optimize the product structure, and encourage the development of characteristic dairy products and functional products suitable for different consumer needs (Wang, et al., 2016); the outlook of 13th five-year plan of food industry clarifies that it is necessary to upgrade the consumption and integrate the industry of dairy products, that is, to create a high-quality dairy consumer market and cultivate it (Wang, et al., 2016). As one of the key contents of policies, the dairy enterprises need to strengthen their power, and it is believed that under the current social and economic situation, only enterprises with strong brand advantages can stand firm in the market (Huo & Zhang, 2017).

In this research, the focus is to investigate two important perspectives of the business in China that includes, the implication of e-commerce and brand identity. Develop an effective brand identity is very important for companies in a highly competitive business environment that is why the implication of e-commerce is a major trend. Moreover, the effect of e-commerce on brand identity will be investigated in detail. The scope of the study is toward the milk industry where many of the highly competitive companies are pursuing business. The research will provide valuable insight into the fact that how the company in the dairy industry are pursuing e-commerce to enhance its brand identity.

1.2 Problem

According to the research conducted by Nyadzayo & Khajehzadeh (2016) demonstrates that brand identity is considered to be an important construct in the research domain of brands. The study provides a clear indication that the relationship with consumers is dependent on the "service quality, customer satisfaction, innovation, and customer value". This relationship is highly affected by the impact of the brand image. The companies need to engage the customers to enhance the brand identity for their product lines. Moreover, it is also demonstrated in the article that customer loyalty has also impacted the brand identity. If the loyalty of the consumers is high, it will ultimately position the brand in a high place in the mind of the consumers which ultimately leads to a positive brand identity. Furthermore with the research conducted by Cho, Fiore, & Russell (2015) testify all the determinants of brand equity to enhance the brand identity. It provides a clear indication about the validation of the brand sale that captures the "cognitive, sensory and affective" association. The finding of the study demonstrates that a newly developed brand identity scale enhances the overall capability to determine the image of brands.

The main reason for selecting these constructs to fulfil the research gap is that the main focus of the research is to identify the implication of e-commerce in the dairy industry of China, and at the same time its impact on the development of the brand identity among the customers. Another important reason behind the implication of the innovation in these companies is striving to engage with the activities for the enhancement of the brand identity. If identity is concerned, e-commerce is now the key indicator for the enhancement of brand identity among the customers.

The implication of innovation and e-commerce in the business for the competitive advantage has been implemented in a slightly different manner. According to the research (Baršauskas et al., 2008; Golicic et al., 2002; Lim & Dubinsky, 2005; Power & Sohal, 2002), to adopt e-commerce in any industry, the main determinants include the "resource-based view of approach, approach to the competitive advantage". In the view of Porter's generic growth model, most of the companies are adopting e-commerce to enhance the overall profitability of the company. E-commerce is becoming very important for the Chinese market and most of the companies are pursuing their successful business by implementing e-commerce in their business model. Due to the increase in the competition, the company needs to increase its brand identity in the dynamic business world (Sin, et al., 2011). In the case of the dairy industry of China, there are many companies are working that increase the overall competitiveness of the industry (Wang & Parton, 2007). That is why the development of brand industry is one of the major issues for companies. It is important to develop a strategy for the enhancement of the brand industry in the dairy industry. For that purpose, the investigation of the impact of e-commerce on the brand industry is very important.

1.3 Purpose

The purpose of this research study is two folds. First, the study is developed to investigate the implication of e-commerce in the Chinese economy. It provides detailed information about the development of e-commerce in China. The study focused on the implication of e-commerce in the dairy industry of China which is recently revolutionized. For that purpose, in this research, the "Bright Dairy" company from the dairy industry will be investigated. Secondly, the purpose of the business is to enhance the understanding of brand identity. As many brands are pursuing their market identity in the highly competitive market, it is observed that recent development and the adoption of e-commerce by the companies must change the overall scenario. That is why this study strongly focuses on the investigation of e-commerce and its impact on brand identity.

Although the implication of the new business technologies is very important for pursuing a successful business, the dairy industry business model is simple and that is why previously the companies are not striving for the implication of e-commerce. Currently,

as the number of companies in the dairy industry has been increased, which leads to a higher level of competition.

To gauge the competition and the demand of the industry, it is important to focus on the enhancement of brand identity. This research aims to investigate the implication of e-commerce in the dairy industry as well as its impact on brand identity. The study also aims to investigate "Bright Dairy" as it is one of the leading brands of the China dairy industry as well as recently this company also collaborate with Alibaba, which is an e-commerce giant and implement certain business streams related to e-commerce.

Following are some of the important research objectives that will be achieved in this research.

1. The objective is to investigate the implication of e-commerce in the Chinese dairy industry and its impact on brand identity.
2. To investigate the role of e-commerce in the development of competitive advantages.
3. To investigate the strategies of Chinese dairy companies for the implication of e-commerce.
4. To investigate the role of Alibaba as an e-commerce giant in China and its recent collaboration with the Bright diary for the development of an effective e-commerce channel.

1.4 Research questions

Following are the research questions that will be answered in this research study. These are the major questions that will be deeply investigated in this research.

RQ1: What are the major implications of e-commerce strategies in the Chinese dairy industry to enhance brand identity?

RQ2: How current e-commerce strategies are used by dairy companies to develop their brand and gain a higher level of competitive advantage?

1.5 Perspective

The dissertation is written from a managerial perspective where the dairy corporation- Bright Dairy is in focus. This research study is designed to investigate the impact of e-commerce on the dairy industry. The rationale of this research is revolved around the investigation of the brand identity strategies developed by the dairy companies as well as it also investigates how these companies are using e-commerce strategies.

1.6 Delimitation

This research study has some important delimitations which are the major concern of the researcher in this investigation. First, this research is only based on the company perspective and the data is collected from the managerial level employees of Bright Dairy. Due to this issue, this research only includes the information gathered from the company's perspective and did not include the customer perspective in this research. Secondly, since our target corporation is located in Shanghai, which is a comprehensive dairy company. However, in the research, since acknowledging Bright Dairy's market range, East China is the main research object. Lastly, this research only includes an investigation related to the Chinese dairy industry. The theories and the theoretical framework in this research are only implemented in the dairy company. Many other industries are also keen to investigate the impact of e-commerce.

2. Literature Review

The second chapter of this dissertation is a literature review in which peer-reviewed articles from different journals have been selected to explain the theoretical perspective of the topic under investigation. A literature review is one of the major sources to support the existing theoretical perspective on the topic. In this chapter, some valuable themes are developed which are discussed in detail. It also includes detailed information about the theoretical framework of the research.

2.1 Literature Search

It is investigated from the previous studies that brand identity is the values of the brand, which differentiate it from other brands. Brand equity also demonstrates the value of the brand in the market. According to Mishra, Dash, & Cyr, (2014), consumer-based brand equity is considered to be the most important and significant construct in the area of brand research. The purpose of this research study is to explore consumer-based brand equity to enhance the experience of the brand. If the user of the product has more knowledge about the brand, then it makes him feel good to conduct a purchase for that product.

The methodology of this research study is based on two important steps that include: "validation and exploratory" method. In this study, the exploratory phase involves the literature review and validation involves the testability of the theoretical framework (Esch et al., 2006; Roy & Chau, 2011; Xu & Chan, 2010). The findings demonstrate that brand equity enhances the overall capacity of the brand and the trust of consumers in the brand. Many of the other determinants will also mediate the effect of brand equity on the purchase. These mediators include lifestyle, user expertise, and user lifestyle. It also demonstrates that there is a different construct that enhances the overall brand-equity for the consumers (Ghodeswar, 2008; Khanna et al., 2013).

2.2 Chinese Dairy Industry

It is evident from the research that there are some important industries on which human life is very dependent. The dairy industry is one of the important industries in which human life is very dependent. Dairy products are completely inherent the human life. Every individual is using dairy products, that is why the industry has a large market share as well as the customer share (Ma, et al., 2007). The consumption of the dairy industry is based on the "in-house" consumption developed by the family taste. At the same time, it is important to consider that the brand majority is one of the major issues in this industry where the customer has many choices for the brands. The customer must make choices for the brands as well as the companies that are also making certain strategies to engage the customer with the brand. For that purpose, the companies are striving to enhance their brand strategies as well as developing communication campaigns (Elwood, et al., 2010). Literature indicates that these branding strategies are formulated by the companies which directly impact the consumer behavior of the customer toward the usage of the dairy products. It is evident from the research that there are some considerable scandals and events occurred recently, that lead to the change in the Chinese residents selected and the usage of dairy products. It is evident from the research that these consumers strongly believe in the product quality as well as the way of relationship developed by the customer with the company. In most of the cases, these strategies are now based on "information communication technology".

The Chinese dairy market is one of the learning markets for the dairy industry products where there is a strong sales increase during the year 2015 to 2019, that also gives a recent uplift to the overall market. In 2020, the consumption of dairy products has been remarkably increased in China. Here it is important to consider that several domestic and local brands have a high level of contribution to the overall quality of dairy products. Because of the comparison of the local milk brand and the imported milk brand is that a total of 7.5% demand for the dairy is occupied by the international brand. Moreover, the overall role of the domestic brand in the provision of dairy products is very high. In view of this, the rapid growth of the local dairy industry has indicated that the local companies must ensure the implication of the long-term strategies for the betterment of the brand as well as the relationship with the customer (Wang & Parton, 2007). To gain an international level of competitiveness, it is essential that the local companies must have

to implement the international strategies of the business. For that purpose, recent development in the implication of the “information communication technology” has led to bringing lots of benefits to the overall industry. The local dairy companies are now strongly engaged with e-commerce strategies to increase the capacity of the brands, and they also provide a valuable new channel to the customer which brings a considered change in the business model of these companies. In China, with the strategies of Alibaba, e-commerce is becoming one of the fundamental needs that ensure the development of long-term strategies related to e-commerce. Alibaba has brought a valuable change in the business of China. That is why, in this study, the impact of e-commerce has been investigated during the development of the brand identity.

2.3 Brand Identity

Branding is one of the major phenomena that has been discussed in the marketing literature in recent research. Considerably, the strong marketing body has engaged with the research in brand management area. It is evident from the literature review that there are several important definitions of the brand and brand management has been discussed in detail. According to Davis (2002), a brand is “a set of expectations and associations evoked from experience with a company or product. A brand is how your key constituents-customers, employees, shareholders etc-experience what you do” (Brakus et al., 2009; Chan et al., 2013; Machado, 2012a).

According to the literature review that brand identity has four major dimensions that lead to the development of the brand identity of any brand. The development of the brands is based on the four dimensions that include “brand a product, brand as an organization, brand as person and brand as a symbol”. Aaker (1996) has emphasized that these four brand dimensions are very important for the development of the brands in any industry. The customer mainly relates the brands with these four brand dimensions as well as also consider it as important indicators of the brand identity.

The first dimension of the brand identity is “Brand as a Product” which indicates that the customer is concerned with the product-related attributes of the brand. This dimension includes the implication of the tangible and intangible aspects of the product that are effectively related to customer demands. The second dimension of the brand identity is “Brand as Organization” which demonstrates that the brand has the attributes of the

organization, that leads to innovation and consider an important consumer concern (Felix, 2012; Swimberghe et al., 2014; Xiao & Hwan (Mark) Lee, 2014a). The companies must implement organizational strategies to develop the brand as well as to enhance brand identity.

Brand personality is also one of the major constructs which are highly researched in the marketing literature. It is evident from the research that "Brand as a person" is another important dimension of the brand identity. To enhance the overall capacity of the brand identity, it is very important to strongly focus on the "Brand as a person" or brand personality traits. Brand as a person mainly deals with the personality aspects of the brand. The brand needs to determine the social factors and relate their significance with the demand of the customer. In the end, "Brand as Symbol" is an important aspect of the brand. It is observed that there are some important aspects of the brand that are considered important for brand identity. It helps to recognize the brand by the customer. In most cases, the brand is recognizable for the customer by using brand symbols which mainly includes "brand imagery, brand logo, and brand heritage". While developing the brand, it is observed that some important brand perspectives are highly considered by the companies as well as the customer. Additionally, it is the responsibility of the marketing manager that a strong association between the product sub-perspectives has been developed. For example, the "product class, product-related attributes, quality/value, associations" (Jin & Chansarkar, 2006; Machado, 2012b).

First, to increase brand identity, it is very important to create an effective "association with the product class". Association with the product class is demonstrated as the brand identity in which the product and the brands are associated effectively. At the same time, product-related attributes and the quality of the product are also considered as an important measure for the development of the brand identity. It relates to the functional and emotional benefits which increase the values for the customer and the competition. These attributes are very important for the development of the brand identity, the customer is very concerned with the implication of the effective attributes of the product. In the case of the dairy industry, the focus of the brand is to ensure the implication of the high quality of the dairy products. As many brands are already present in the industry, that is why every dairy company must ensure the implication of the core brand identity. This identity is developed based on the high quality provided by the company. Value is

also another important component of brand identity. If the company is not able to provide high value to its customer, it will lead to a lot of problems. More importantly, if the company is not able to provide high quality products that provide high value, it will contradict the definition of marketing as well (Hayes et al., 2006).

Today's marketing and branding activities are highly dependent and guided by brand relationship theories. This phenomenon helps the brand to enhance its capability for competitive advantage. Brand relationship theory demonstrates that a brand is considered as the total perception and idea of a product by the consumers (Kuo-Fang Peng et al., 2014). In this modern world, the brand uses different humanized acts to develop contact with customers. These acts are brand characters, product animation, spokespeople, and celebrities (Kuo-Fang Peng et al., 2014). Due to the interaction with the brand, consumer considers brand as an interactive partner and develops a strong relationship with the brand during interactions. The consumer always seeks some benefits from the brand after interactions, these benefits include emotional, psychological, sociocultural, and material benefits (Fetscherin, 2014). Extensive research on the brand relationship concept gives a detailed insight into the concept and suggests many constructs that are based on different contexts. In previous resources and literature, brand identification and brand attachment are concepts that are emerged in the investigation of brand relationship.

The paradigm of marketing is shifted from transactions to relations, which is observed and highlighted by the success of relationship marketing for the companies. All marketing activities refer to maintaining and developing successful relational exchange and brand identity.

2.4 Attributes of Products

The research conducted by Nishitani & Itoh (2016) demonstrates the importance of product attributes to increase customer loyalty. The authors provide evidence that consumers have lots of concerns about the attributes of the product. It is also investigated from the literature review that attributes are determinant of brand identity. Many of the consumers are concerning of the environmental attributes of the brand to enhance the capability for environmental sustainability. The research study demonstrates the drastic price decline due to an increase in the issue related to the environment.

Following the research conducted by Lee & Yun (2014) demonstrates that the product attributes indicate the cognitive and affective attitude of the consumer. The attributes can enhance the overall acceptance of the product by the consumer. The company needs to focus on the attributes to increase the consumer loyalty of the products (Ahmad et al., 2016; Gabay et al., 2009; Simmons et al., 2010). It is also important that the brand image must provide a clear indication to enhance the importance of the attributes to satisfy the consumer.

2.5 Consumer Loyalty

Cho et al. (2015) demonstrates that trust, satisfaction, and the attitude of the customer are considered to be the determinant for the development of brand equity. However, it is also demonstrated that the consumer did not evaluate the brand as a facilitator. It is important to understand that exploring the brand and enhancing the loyalty of the consumer with the brands. To indicate that if the customer has higher trust, satisfaction, and attitude for the product, it will enhance the overall loyalty for the brand. In this research study, data is collected from 189 females who are frequent users of cosmetics. The finding of the study demonstrates that the brand relationship of the consumer is very strong to predict the loyalty of the consumer. It is also suggested in the brand relationship that it does not moderate the relationship between the brand “trust, satisfaction, and brand loyalty. The authors of the research study demonstrate that this moderate relationship among the construct of brand loyalty enhances brand loyalty.

Lam & Shankar (2014) demonstrates the drivers for brand loyalty. They emphasized the early adopters and late adopters for the technology generations. It is investigated that the use of mobile as a marketing tool has been increasing at a rapid pace. The incorporation of 2G and 3G technology has been changing the technological scenario of the industry. It is also evident from the investigation that major companies like Apple, Nokia, and Samsung are striving a lot for the development of the brand loyalty of the consumer. The authors have proposed the framework of linking a mobile device to enhance the brand loyalty of the consumer. It is also demonstrated in the study that brand satisfaction brand attachment and brand trust are the determinants of the study. The finding of the study demonstrates that brand managers for mobile phone devices adopt new marketing strategies to extents of the relationship between consumer and brands, “Why and How”

has been extensively discussed in previous literature and taken as fundamental questions of consumer behavior (Castaño & Eugenia Perez, 2014). It is highly recognized in the literature that partnership develops a way for interaction among brands and consumers (Dwivedi, 2015).

Different behavior is experienced by the customers belong to different value systems. (Kim & Chung, 2011). To one extent consumer-related values and consumer behavior are pervading forces for the globalization of markets. On the other hand, these forces also put their impact on the theoretical orientation of institutions (Nwankwo et al., 2014). In developing markets all around the world, the consumer is facing choices among local and foreign brands together with new and old brands very extensively (Batra et al., 2000). The interest of marketing practitioners and academics are increased for the investigation of brand attachment with customers, whether it is local or foreign presumed the increase in the study of consumer purchase behavior with the likelihood of the brand knowledge (Moussa, 2015). The behavior performed by the consumer is more likely to be dependent on the strength of consumer intentions which are also dependent on the consumer perception of the brand (Cazacu et al., 2014).

The theory of planned behavior anticipated regret and affect (affective consequences) by the customer on their behavior beliefs (Ajzen & Sheikh, 2013). Regardless of previous extensive research on brand trust and customer perceived value and quality as determinants of brand loyalty, researchers still come across large research gaps in loyalty among customers because the behavior of consumer for purchasing brand has been deeply effecting by the loyalty of the customer of the brand, which developed through the knowledge of customer based on brand equity (Mattison Thompson et al., 2014). Attachment of customer with the brands researched under the phenomenon of brand attachment increase in academic and business research, it proves that brand attachment is the outcome of the relationship between consumer and brand, and this is also considered as a core dimension of brand performance (Moussa, 2015).

Brand love is also researched extensively and consider as the originator of the brand loyalty concept which enhances brand equity and this same phenomenon is also considered as the booster of buying intentions (Moussa, 2015). Consumer purchasing behavior is significantly affected by individual trust in the brand (Hsu & Chen, 2014).

The country of Origen also put an effect on consumer purchase behavior because it alters the perception of brands by the customers (Batra et al., 2000). The country which produces a particular product is known as a country of origin (Pappu et al., 2006). Product usage values and symbolic attachment benefits are the two extents that are kept in view by the consumer while choosing a product for purchase (Albert & Merunka, 2013). Making personal identity by renovating themselves, present themselves, and achieved their personality identity goals by the usage of brands by the customer, it shows that what are the intensions of the customer while making a purchase decision (Albert & Merunka, 2013).

The purpose of brand innovation is to enhance the brand value, enhance the core competitiveness of enterprises, and obtain more brand market share and business profits for enterprises. Brand innovation requires enterprises to innovate brand-building methods based on brand management ability. Brand innovation mainly refers to the renewal, publicity, and maintenance of the brand. For the form of brand innovation, Philip Kotler (2018) puts forward four strategic choices of brand innovation according to the new and old brand name and the new and old combination of product category, namely new brand, multi-brand, product line expansion, and brand extension.

The health or worth of the brand is indicated by a key factor known as brand equity, and effective brand management is also monitored by brand equity (Pappu et al., 2006). Brand awareness, image, and personality are those knowledge structures, which demonstrate how customers perceive and evaluate the brands while deciding on their purchase (Esch et al., 2006). Significance of understanding the concept of brand equity has been investigated by both researcher and practitioners (Pappu et al., 2006). Considerable features of behavior are expressed by significant identity concerns, themes, or tasks that ultimately deliver the degree of identity for the brands to the customers (Albert & Merunka, 2013). The willingness of performing or not performing the behavior provides complete control under person's discretion (Ajzen & Madden, 1986). The self-concept or identities of consumers are served by the deep meaning possessed by the brands (Albert & Merunka, 2013).

The loyalty phenomenon has a lot of diversity in defining and measuring context. Some researchers argue that the loyalty of customers to the brand is a positive attitude for the

brands, which leads toward a positive purchase behavior. Previous researchers show that the loyalty of the customers refers to their commitment to the brand, product, or stores (Descotes & Pauwels-Delassus, 2015; Ding & Tseng, 2015; Rubio et al., 2014; Uncles et al., 2003). Positive commitment is a strong antecedent of brand loyalty. This commitment is occurred due to the positive experience of the brand which ultimately leads toward a positive emotional link with the brand (Giovanis & Athanasopoulou, 2017; Gurdu, 2013). The loyalty of a customer to the brand can be considered in many ways that include repurchasing, positive word of mouth and preference for competitor products (Giovanis & Athanasopoulou, 2017). Some researchers discuss the loyalty of a brand in a repurchase context. Individual customer difference is ignored while managing loyalty.

If the products and services are not fully personalized with the customer's needs, then the need of the customer did not fully satisfy and ultimately lead toward the switching of the brand. Scholars discuss in their research that different, superior experiences of the brand enhance the loyalty for the brand.

3. Theoretical framework

3.1 Theoretical Framework by combining CBBE and Theory of Planned Behavior: Development of Brand Identity among Consumers

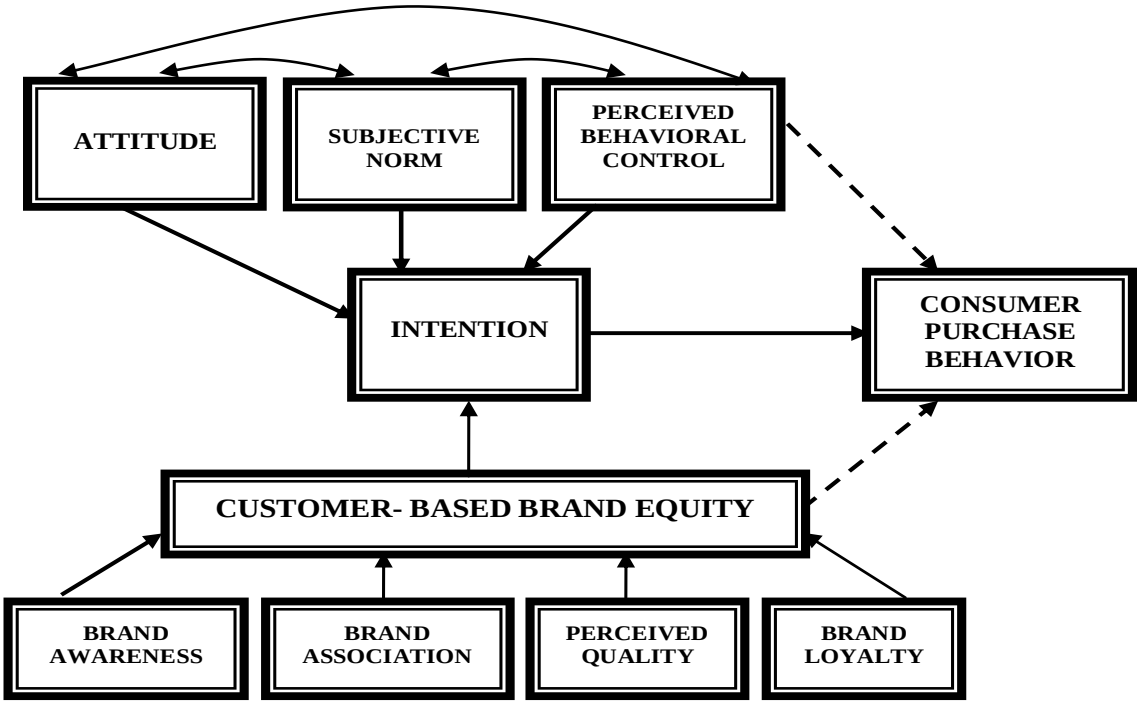
"Theory of Planned Behavior" and "Customer-Based Brand Equity" are two important phenomena used to study consumer purchase behavior by the researchers. These phenomena are used separately in previous marketing studies because of their versatility. The theory of planned behavior is used in many disciplines for the study of behavior, as in marketing for the study of consumer behavior like purchase behavior.

Brakus et al. (2009) describes that if the brand experience is positive after usage then it ultimately leads toward the increase in customer-based brand equity. They explain that if the consumer experience is positive then it leads toward the repeat purchase, and the change in behavior toward the positive acceptance of the brand. The result is the positive word of mouth and ultimately repurchase (Burkhalter et al., 2014; Fetscherin, 2014; Podoshen, 2006). The previous research indicates that an increase in sales and profitability, and customer are the outcome of brand identity. Brand identity also resists the efforts of competitors which lead to word positive brand image in the customer mind (Aaker, 1996; Delgado-Ballester, Hernandez-Espallardo, & Rodriguez-Orejuela, 2014).

Previous several types of research investigate that the antecedent of brand identity is brand trust (Descotes & Pauwels-Delassus, 2015; Esch et al., 2006; Giovanis & Athanasopoulou, 2017; Gretry et al., 2017). Research shows that brand loyalty has positively influenced brand trust (Ambler, 1997; Ambler et al., 1997; Schmidt & Iyer, 2015)`. The willingness of the consumer refers to be the trust of the consumer in the brand. Trust also enhance the relay of consumers on the brand to fulfil their needs (Chen et al., 2014; Pescher et al., 2014).

Literature reviews in this research paper present a great insight into this phenomenon. Now this section will present how the CBBE model combined with the theory of planned behavior to formulate a new model that completely portrays the behavioral need of the customer while making a purchase. The Brand Purchase Behavior Need model is presented in the figure.

Figure 1: The Brand Purchase Behavior Need Model



Source: Adapted from Brand Image Strategy Affects Brand Equity after M & A page 229.

The intention of the customers for purchase is a psychological aspect of purchasing when consumers start thinking about the purchase of the desired brand, then move to word the purchase behaviour by purchasing the brand. When the purchase of the consumer is on the intention stage where the consumer is gathering the information regarding the purchase and the experience of the other customer-based brand equity has deep effect on these intentions (*Brand Image Strategy Affects Brand Equity after M & A Abstract*, n.d.; Han et al., 2015; Seitz et al., 2010b). Brand awareness, brand association, perceived quality, and brand loyalty are the determinants of customer-based brand equity.

Consumers always seek the brand to purchase for which they are aware and have a strong association with them, they also monitor the perceived quality as well as their loyalty with the brand. Now loyalty is originated with the attitude and subjective norms which are determinants of intention presented in the theory of planned behaviour. When the consumer starts deciding on the purchasing of the brand, they gather the information and also keep in view of their own attitude, which is built with the effect of the environment. This ultimately affect the intention but they also keep in view of customer-based brand

equity effect which present their experience and knowledge (Pappu et al., 2006; Schivinski & Dabrowski, 2015; Simmons et al., 2010).

The theory of planned behaviour presents the external factor of intention toward the purchase, and consumer-based brand equity presents the internal effect on the intention which is self-consideration regarding the purchase. While purchasing the brand-consumer also keep in view the decision of their peers who provide their information regarding the brand based on their experience, that builds up their customer-based brand equity untimely their knowledge about the brand. When intentions are made for purchasing and all the determinants are acting on the intention of the consumer, then the perceived behavioral control which is a determinant of intention in the theory of planned behavior also put an effect on the behavior of the customer.

In the "Brand Purchase Behavior Model", Customer-based brand equity acts as a determinant of intention along with the attitude, subjective norms, and perceived behavioral control and it has also some impact on the behavior directly. It is because the final decision is made by the customer himself along with all gathered information (Cowan & Guzman, 2018; van Rensburg, 2012; Wirtz J., Ambtman A.D, Bloemer J., 2013). At some extent customer also use their decision power and knowledge about the brand which build the brand equity for the customer. When studying consumer purchase behavior this new model is very helpful because it covers all aspects of the purchase decision. This new model presents how personal knowledge and knowledge of others ultimately provide the intention for the purchase. Consumer purchase behavior for brands will be empirically studied by this model which present great insight that how consumers act upon the brand. This model also covers the aspect that how companies provide relevant information to the consumer for making the purchase decision, and it ultimately gives them the strength to present the brand to other customers in a positive way (Bruhn et al., 2012, 2012; Seitz et al., 2010a).

The phenomenon of the consumer experience is very acceptable for modern consumer research. Initially, it is discussed by Pine and Gilmore (1999, p. 2), when a consumer decides to purchase a product, he is spending time, enjoying the moments and creating memories for events that the company arranges to engage him in purchasing activities. (Grant, Clarke, & Kyriazis, 2010; Jain & Bagdare, 2011; Mishra et al., 2014; Randhawa,

Calantone, & Voorhees, 2015) investigates that modern societies are leading toward a revolution that is characterized by the shift from a service economy to an experience economy. In this era of technology, the spending and consumption pattern of the consumer demonstrates their sensual, emancipatory, and liberation through the desire to search for meaning and experience (Tafesse, 2016).

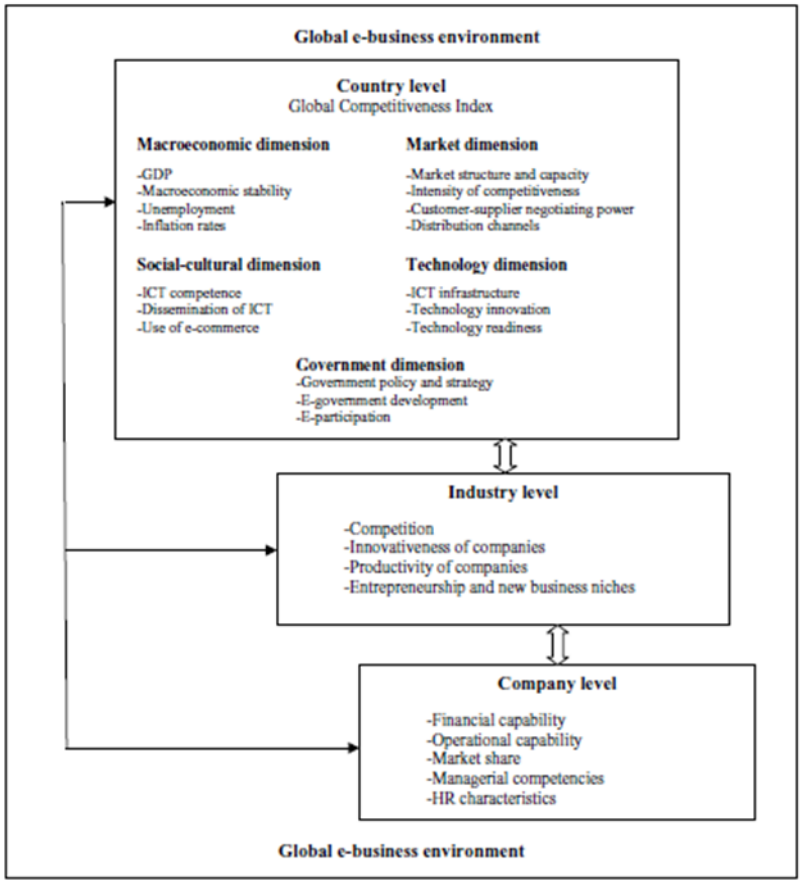
Today, most of the marketing managers realize that delivering a good experience to the customers is profitable for the company because the consumers are no longer deciding based on functional attributes like price and size (Salamandic, Alijosiene, & Gudonaviciene, 2014). As discussed by Alistair (2006, p. 485), experiential marketing is marketing activities by the companies which give in-depth tangible experience for the consumer before purchasing a service or product. This activity provides them enough experience and information to make a purchase decision.

3.2 Theoretical Perspective for E-Commerce

Literature indicates that in the previous two decades internet technologies has been embraced among the enterprises and consumer with rapid pace. The companies are using internet technology to improve the overall performance as well as it also enhances the relationship with the customer. According to (Dixon, 2005; Shahbaz et al., 2009) the internet-based information technology has improved the overall strength of the business, that has incorporated internet-based strategies in their business model. The concept of the e-business was developed by the IBM marketing team in 1962 to related internet technologies with business activities. The application of e-business is considered as the enabling mechanism in the organizational companies are striving to provide enabling solutions for the new opportunities and deliver the goods and services along with the added value for the improvement of the customers.

The theoretical framework for e-business or e-commerce is developed for the enhancement of the competitiveness of the companies. The main focus for the implication of e-commerce is to enhance the competitiveness of the companies as well as provide deliberate strength at a different level of business (Elizabeth Abraham, 2012; Ramdas Lihitkar et al., 2013). According to (Junaidah Hashim, 2007; Kagaari et al., 2010)the phenomenon of open innovation in the business is very supportive for the implication of e-commerce in the organizations.

Figure 2: Global e-business environment



Source: Adapted from Procedia - Social and Behavioral Sciences 213 P737. (2015)

It is evident from the research conducted by (Čiarnienė & Stankevičiūtė, 2015) the e-commerce implication is based on certain elements that are also interrelated. These are also considered as the interrelated levels that include "company level, industry level, country level, and the global level". So, to investigate e-commerce it is important to determine the effective level of e-commerce integration.

As this research is based on the investigation of e-commerce at the industry level and the company level, that is why these two facts are investigated in detail to analyze the current position of e-commerce as well as the futuristic approach of the e-commerce integration in the company (Grandón et al., 2011). At the same time, e-commerce also has a strong impact on the development of the brand identity. Literature also demonstrates that the brands are using many digitalization strategies to increase their identity. Nowadays,

brands are extensively using e-commerce as the major tool for the enhancement of the brand identity and gain a competitive advantage.

Strategic brand management theory

Strategic brand management is a kind of qualitative brand as an asset, through the way of strategic management to create, evaluate, and manage the brand. It includes the following four steps (Keller, et al., 2013):

Identify and establish brand positioning and value

The first step of strategic brand management is to identify brand positioning and prepare to understand the brand value, which is a kind of commitment of enterprises to the quality, performance, and value of products or services so that consumers can believe what the brand brings can maximize the potential profit of the enterprise.

Plan and implement brand marketing activities

The second step of strategic brand management is to make consumers fully feel the connotation of the brand and effectively associate with the brand. To achieve this goal, the main ways are 1. Select brand elements and combine them; 2. Carry out marketing and related activities.

Evaluate and evaluate brand

Through the assessment and evaluation of brand work, w data analysis to show the status quo of brand development, track the brand growth and value formation process, provide reasonable suggestions for the brand, and provide accurate data support for the following brand marketing programs and activities.

Enhance and maintain brand equity

After upgrading the brand management to the strategic level, enterprises cannot do without long-term brand promotion and maintenance work. The feedback information in many markets and the development of competitive brands are quantitatively analyzed.

According to the external development and business changes of enterprises, the continuous development of brands can be done well.

4. Research Methodology and Method

This chapter of the dissertation provides in-depth information about the research methodology that is used in this investigation. The chapter provides detailed information about different activities conducted in this research as well as it also provides a detailed understanding of the methodologies which are implemented in this research. It provides information about the research design of this study as well as the sampling and population applied in this study. The chapter also provides detailed information about the "Qualitative Research Methods" which is implemented in this research. Hence, the chapter is very effective for the reader to understand the methodology currently applied in this research.

4.1 Methodology

4.1.1 Research Design

The methodology of this research is based on the "Qualitative Research Design" in which qualitative information is gathered from the respondents for further analysis. This section provides comprehensive detail about the research structure and design that will be used for the investigation of the qualitative primary data (Aspers & Corte, 2019; Bowen, 2005; Sabzmakan et al., 2014). This research design is based on the philosophy and approach that can lead to reliable research. The research design is considered as the major combination of the overall integration of the research elements in an effective manner to demonstrate all-important aspects of the research methodology.

4.1.2 Research Philosophy

As this study is based on the marketing major, that is why the significance of the philosophical implications in the research is very important. As the study is designed to collect the data from the respondents by using the interview technique, that is why

positivism is one of the most appropriate methods for data collection. In view of the philosophy, it is observed that positivism philosophy is used for the implication of the knowledge for the facilitation of the observation gathered from the research (Andriopoulos & Slater, 2013).

4.1.3 Research Approach

This research study is based on the deductive approach in which the "top-down" method is used for the investigation. For instance, first, the hypothesis or the research questions are developed which leads to the collection of the data by using a qualitative method. It is important to mention here that the qualitative method is very appropriate where the research approach is implemented. That also increases the overall reliability and validity of the research. As in this study, the research philosophies are positive and the research approach is deductive, which is why the qualitative method is applied in this research.

4.1.4 Case Study

A case study relies on the research questions that enable us to explain some contemporary circumstances and in-depth social phenomenon. In the dissertation, it is vital to set high expectations in the field of business and follow the explicit methodological path (Yin, 2018). There is no restriction for the number of observations of entities and individuals in the real-life context. In general, the case study demonstrates group problems or concentrates on a particular issue (Rahi, 2017). Conventionally, case studies were merely considered suitable for exploratory research. However, Yin (1989) raised a different opinion that the most popular and particular case studies were both descriptive and exploratory (Chetty, 1996). This research will conduct the analysis in a single case that adopts the method of exploratory research. Exploratory research intends to probe the research questions rather than providing eventual solutions for the existing problems. The functions are diversified that it assists readers to better comprehend the problems and initially explore the research topic with mutative degrees of depth (Singh, 2007).

Dyer& Wilkins states that the single case studies are better when researchers intend to create high-quality theories because this type will generate more and superior theories. It enables researchers to have a deeper understanding of the subject of exploration (Gustafsson, 2017). Bright Dairy was selected as a single case is because of its unique

traits and position in the dairy industry in China. Bright Dairy Co., Ltd. is one of the three major dairy brands in China. The company ranks in the forefront of comprehensive indicators such as production and sales, sales revenue, total profits and taxes, and national market share in the domestic dairy industry. For example, its yogurt sales volume ranks first in China and the market share is the highest in the south-eastern region. The "Bright Brand" trademark owned by the company is a well-known trademark in China (Development advantages of Bright Dairy, 2016). Therefore, the research will extent further exploration of the corporation based on the benign foundation. The process is meaningful and typical for analyzing brand effectiveness and its affiliation with e-commerce.

4.1.5 Company background

Bright Dairy is one of the leading subsidiaries of the “Bright Food Co. Ltd”, a multinational company of China which is pursuing the business in the China market. Bright food is considered the leader in the food and beverage industry of China and has headquarters in Shanghai, China (Bell & Hogan, 2004). It is evident from the company information that Bright Dairy is the second-largest China-based food manufacturing company in terms of its revenue calculated in 2011. The Bright Food company is owned by the “Shanghai Municipal government” by using the “Shanghai Municipal Investment Group”. There are four leading subsidiaries of Bright Food which include “Bright Dairy & Food Co. Ltd, Shanghai First Provisions Store Co., Ltd., Shanghai Maling Aquarius Co., Ltd. and Shanghai Haibo Co., Ltd”. Among these subsidiaries, Bright Dairy is one of the leading subsidiaries which provide a deliberate income to the overall company as well as it also provides considerable strength to the overall business of Bright Food (Dairy, 2020). The Bright Dairy company has developed and implemented lots of high-quality dairy food standards that uplift the overall industry. The implication of innovation and new technology is one of the leading competitive advantages for the company. Currently, bright dairy is offering products that include “Fresh Milk, Room Temperature Milk, Fresh Yogurt, Room Temperature Yogurt, Milk Powder, Cheese Yogurt, Fresh Juice, etc”.

Bright Dairy is a local state-backed conglomerate, which possesses a 40 percent market share of fresh milk. The corporation keeps ahead in the segment of fresh milk in China’s dairy market. The proportion of the innovative products had been UHT milk between

2016 and 2018, which was 83 percent. Therefore, it created an enormous potential opportunity for fresh milk. Domination drives the company to improve brand employment (Ding, 2019). Bright Dairy and Alibaba Cloud have reached strategic cooperation. The two parties will integrate high-quality resources to form an aggregation effect, jointly promote the deepening of cooperation in new retail, pan-e-commerce, and other fields, and create a new retail benchmark that leads the future business model. The incident will trigger a series of interchanges for the brand.

4.2 Method

4.2.1 The procedure of Data Collection

The interview research refers to the use of face-to-face (or video, telephone) communication to collect the data. It can be both used as the main method to collect the data or be used as an auxiliary method to supplement the data needed. It is suitable for the study of more complex problems or in-depth exploration of problems (Houtkoop, 2000). All the interviews are conducted and recorded in Chinese, and later translate literally into English.

4.2.2 Justification of Data Collection Procedure

The advantage of an interview is that it has great flexibility. It can explore the problems deeply, control the process of conversation effectively, explain the various questions of the interviewee, and verify the reliability and validity of the interview materials according to the non-verbal behavior and performance of the interviewees. Compared with the questionnaire survey, the response rate of the interview was higher. Even if the respondents cannot fill in the questionnaire due to low education levels or other reasons, the interviewees can also get the cooperation and obtain the required information. Visitors can explain on the spot, so most interviews can use more complex scales and charts which are difficult to use in a general questionnaire survey.

4.2.3 Limitation of Data Collection Procedure

The disadvantage of this collection approach lies in the high demand for interview skills, efforts of preparation, and the risk of avoiding giving true information due to face-to-face communication.

This research selects the interview method because that the authors want to collect some in-depth opinions from the respondents, which contains many details and cannot be collected by other means such as questionnaire or observation. The authors also welcome the interviewees to provide extra topic-related information, so the half-structured interview is selected.

4.2.4 Action Taken for Data Collection and Data Collection Day

The authors first apply the obtaining of the certification of the social survey from the university; after the certification has been gotten, the authors contact the subject company of Bright Dairy company with the form of email and telephone. The contact way of this company is listed on the official websites, and in the email and telephone. The authors inform the company about the identity of the interviewers, the purpose of the interview, the major content of the interview, the hoped interview location, and time. After getting the approval of the subjects, the authors appointed a time to conduct the interview. For the experts, the authors use a similar way, that finds out their contact online, and then send an e-mail or make a telephone to get their approval.

4.2.5 Population and Sampling

In this research study, the major populations which are investigated to understand the impact of e-commerce on the brand identity are the managers and experts of the dairy industry. As the scope of the research is focused on the investigation of the e-commerce implication in the dairy industry, that is why this is the most appropriate population which can provide considerable information. Hence, the population is the employees of the dairy industry who are frequent in making strategies for the enhancement of the brand indemnity in the highly competitive business environment.

4.2.6 Sampling Method

In the plan, there will be a total of 7 interviewees for the social survey. The authors will interview 7 managers of the Bright dairy company. There are 7 managers interviewed respectively, which are the E-business department manager, the Data department coordinator, channel executive, E-business department coordinator, and department manager of sales.

The other interviewee will be experts in the Chinese dairy industry. It is expected that these experts will give opinions on the domestic dairy brand situation, including their brand influence and major marketing approaches, as referential materials for this research.

Figure 3: Interview table

Interviewee	Job position	Date	Duration
Respondent 1	Marketing department manager	November 16th	78 minutes
Respondent 2	E-business department manager	November 20th	63 minutes
Respondent 3	Data department coordinator	November 17th	43 minutes
Respondent 4	Channel executive	November 18th	45 minutes
Respondent 5	E-business department coordinator	November 18th	48 minutes
Respondent 6	Department manager of sales	November 20th	51 minutes
Respondent 7	Emulsion industry expert	November 21st	65 minutes

4.2.7 Research instrument

The major research tool for this research is a Semi-structured interview. The selection of research instruments is based on the need for a social survey. The authors plan to collect some secondary data to analyze the external and internal environment of the subject company, to form the basis of enacting the understanding for E-commerce impact on the brand identity in the dairy industry. However, the data of environment is not enough for the authors to discuss the brand development strategy, and this research also needs some in-depth opinions provided by sophisticated people, namely, the experts, to reveal the current problems, the owned advantages, and the specific motivations of the Bright dairy company to conduct effective brand development strategy. Therefore, apart from the secondary data collection, the authors also need to collect some primary data that can meet the need of this research, which is some in-depth data of the company from a certain group of people.

4.2.8 Interview Questions

The authors aim to collect information about brand identity and the implication of e-commerce as well as other aspects of the subject, so the interview questions are designed based on this research need.

Generally, the questions for brand managers include brand identity and recent implication of the e-commerce for a Bright dairy company, as well as the advantages and problems owned by the Bright Dairy company to promote brand development.

The questions for other managers concentrate on the current limitations of respective fields, which are internal management, the financial situation, the technical situation, and so on.

The questions for experts are related to the current brand situation in the dairy industry, the gap between top dairy brands and Bright brand, suggestions for Bright brand development, and so on.

4.2.9 Data Management after Interview

For the data collection of interviews, the most common ways are recording and note-taking. The authors adopt these collection methods as well. The authors will take the recorder, pen, and notepad to the interview location, and informs the interviewee of the way of data collection to be used. For recording, due to the reason that it may collect sensitive data, the authors will not use it until getting approval from the interviewees. It is planned that the recording will be the main data collection way, while note-taking is complementary.

The expected interview time will be brand manager --- half to one-hour, other managers ---10-15 minutes, two experts --- half to one hour.

4.2.10 Data analysis plan

The data collected from the interview are qualitative, and the authors follow the methods of qualitative data analysis to conduct data analysis. For the several pieces of audio data, the authors will first transcribe it into the text; then the authors extract the core information and rephrases it into more text-form language; then the authors arrange the core viewpoints and extra the parts that are related to the research need.

4.3 Trustworthiness

Lincoln and Guba (1985) reckoned that it is worth evaluating the trustworthiness in the research study and it mainly consists of four elements: credibility, transferability,

dependability, and confirmability. Trustworthiness is one method for researchers to convince themselves and their readers that their empirical findings deserve attention (Lincoln & Guba, 1985). It is essential to describe the process of data collection, coding, organizing, and analysis in sufficient detail so that readers can judge whether the final consequence is rooted in the generated data (Ryan et al., 2007). With the continuous development of the qualitative research conventions, there is an increasing demand for guidelines and tools to support researchers in conducting reliable qualitative research (Nowell et al.,2017).

Utilizing logical and accordant language that enables readers to comprehend the research can enhance credibility. More importantly, applying context-awareness has to be explicit to express the research environment for readers to believe (Leavy & Thorne, 2014). The dissertation cites the interviews from the respondents and conducts semi-structured interviews. Since too many interview researchers simply apply and take a single or another approach to interview for granted. However, they ignore reflecting the benefits and demerits of their favored approach. In addition, the context of the interviews exists deviation and biases because the knowledge bases and memories of respondents might incorrect (Brinkmann, 2014). Therefore, to gain and retain trustworthiness, the research meets the requirement of abundant discussions and analysis to testify the authenticity of the materials. As this research is based on the qualitative data, and the management layers of the “Bright Diary” have provided information about the company strategy for the development of e-commerce as well as the enhancement of the brand identity. This information increases the credibility and trustworthiness of the research study.

Trustworthiness is strongly based on the degree of confidence in the data collected from the respondents. Hence, the respondents of this research are the management layers who have a higher level of knowledge about the e-commerce implication of “Bright Dairy”. It is important to consider that the credibility and the enhanced trustworthiness in this research are very beneficial for the dairy industry. The findings of this research can significantly be used by the researchers and practitioners to formulate new policies for the dairy industry companies. Moreover, the findings of this research are also very beneficial for the development of e-commerce and brand identity for the new local companies of the dairy industry in China.

4.4 Ethical issues

Since the dissertation conducts the research studies, some ethical considerations ought to be taken into account in the analysis and discussions. There exist ethical issues in any type of research. The process of the research generates a tense relationship between the aims of the research including others' interests and participants' privacy. Thus, using appropriate ethical principles is imperative in the research study to avoid harm (Orb, Eisenhauer, & Wynaden, 2001).

The subsequent empirical findings and analysis mainly narrate the materials related to the managerial perspective. Therefore, the discussion of ethics in exploratory management research is necessary. During the process of research, conflicts of interests and affiliation bias might appear. The ethical principles should be adhered to avoid those situations: reciprocity, honesty & transparency, dignity, informed consent (Bell and Bryman, 2007). In accordance with the regulations, we conducted our interviews and research studies.

A single social networking channel that got in touch with each participant is the WeChat application. We communicated with them via message texts and group meetings in the specific periods. In order to ensure transparency and comprehension, we provided unabridged paperwork of interview questions. The aim was to make sure if the manager was enabled to manage his time and the answers would not refer to the confidential information of the company. In the process, we preserved the conversation records and personal information to make them aware of this collaboration was respective and anonymous.

We adopt the convenience-sampling method since we use the available primary data directly without additional requirements. Meanwhile, the first convenient individual we chose is the core employee who assisted us in contacting other interviewees. That behavior tightly combines with the snowball sampling method as well. Although many ethics codes are not explicit for the protection of anonymity, we will insist to protect the participants' identities in the management research procedure (Bell and Bryman, 2007).

5. Empirical Findings and Analysis

Analysis and findings are one of the major chapters of the dissertation. This chapter is developed based on qualitative data collected by using the research design formulated in the previous chapter. The information in this chapter is gathered through a qualitative data collection procedure that is based on the interview method. In this chapter, the focus is to explain the analysis procedure implemented in this research as well as it will also demonstrate the comprehensive data analysis and findings of the research.

5.1 Data Analysis

As mentioned in the introduction of this dissertation that data analysis is the fundamental part and the whole research is based on this section. That is why the information about the data analysis is detailed. Data analysis is the activity performed by the researcher to analyze the data regardless of qualitative and quantitative data. As in this study, the methodology is based on the qualitative data, that is why the analysis procedure only follows the qualitative data in this research. Here it is important to consider that although the activity is the same the overall data analysis techniques for the qualitative and quantitative data are different (Krippendorff, 2019).

5.2 Data Gathering Procedure

It is very important to consider that the data gathering procedure is one of the important sub-activity of data analysis. If the data collection is not conducted at a rapid pace or by using the right instrument it will be very difficult for the research to get reliable and validate data. In this research study, the data is collected by using the interview method in which a qualitative form of data is collected. This data is categorized against each question that has been answered by the respondents (King, et al., 2010).

5.3 Qualitative Data Analysis

The qualitative data is comprised of the non-numeric data in which the interview transcript is used for gathering the information from the respondents. Many procedures

are used by the researcher to gather and note this information as it is in the no-numeric form. This method mainly includes notes, video, and audio recording. There are several categories of analysis that are used in the data analysis., these methods mainly include "Content Analysis, Narrative Analysis, Discourse Analysis, and Framework Analysis" (Jones, 2020). In this research, as the information is noted in a non-numeric form that is why the data is analyzed by using the Content Analysis. The content analysis provides detailed information about the verbal and behavioral information as well as it also classifies and summarizes the data in the tabular form. By using this technique, it is very easy for the researcher to investigate the complex research question, as well as the information collected from the research, which is very effective for the development of effective information (Zhang & Wildemuth, 2005).

5.4 Content Analysis

Content analysis is one of the leading methods that is used by the researcher to analyze qualitative information. While conducting qualitative research there are several methods for the collection of qualitative information (Thorne, 2000). By implementing the content analysis, the information from different documents, texts, pictures, audiotapes, and social interaction websites. The content analysis is used for the examination of the communication pattern systematically. The main advantage of using the content analysis is to analyze the social phenomenon as the research philosophy implemented in this research is "Positivism".

5.4.1 Justification of Using the Content Analysis

As mentioned earlier that content analysis is one of the valuation methods used in organizational research in which it facilitates the researcher to investigate the organizational behavior, the stakeholder's perception, and the social trends by using the qualitative method. The implication of the content analysis provides a valuable opportunity to make consider the difference between qualitative and quantitative research methods (Berkwits & Inui, 1998). The implication of the content analysis also facilitates the investigation of the behavior in a certain context (Cohen & Crabtree, 2008). In most of the researchers, it is observed that the investigation of the behavior is very difficult. In that case, the content analysis provides an opportunity to investigate the behavior change. As in this research, the investigation of the brand identity is conducted where the dairy

companies are implementing the e-commerce strategies in the business model. Although that is a fact that Chinese dairy companies are using e-commerce to facilitate the companies to have a strong impact on the brand identity as well as its impact on the behavior of the customers.

5.5 Categorizing of Themes and Verbal Content of Data

5.5.1 Tabular representation of Themes

Initial Codes	Sub-Themes	Themes
Bright Dairy is considered an industry giant. Known as the company which provide high quality milk	Highly Competitive	Bright Dairy Competitive in Milk Industry of China
E-commerce is an integral part of the business model. Effectively used in the dairy business Consumers also focus on companies that implement e-commerce strategies. Future growth is very high due to the implication of the e-commerce	e-commerce is applied in every industry. Companies require e-commerce because they need rapid growth. Development of the long-term strategic benefits	The implication of E-Commerce in Dairy Business
Brand Identity and brand awareness are very important for the company. Loyalty is also an important factor in the growth of the company.	Strategies to increase brand identity. Enrichment of the self-awareness and brand identity to improve the dairy business	Development of Brand Identity and Self Awareness of Dairy Companies
e-commerce highly acceptable in Chinese markets. The internet of things creates a difference	e-commerce used in the dairy business. Competitiveness is abed on the e-commerce business	Acceptance of E-commerce among the Dairy Consumers
Brand identity is very important for companies. The competition is based on brand identity.	The dairy industry has increased competition. The top management is concerned with brand identity.	Impact of E-commerce on the Development of the Brand Identity

Strategies used by companies to enhance brand identity. It is observed that companies' focus on e-commerce has a strong impact on brand identity.	The brand identity is strongly regulated with the implication of e-commerce.	
Customer knowledge is very important for the purchasing decision. Customer-based brand equity improves awareness and knowledge of the customer. If the level of brand equity is higher it will increase the brand identity.	Self-awareness and knowledge about the brand are very important. Companies provide new strategies to improve the knowledge of customers. Dairy industry companies are strongly focusing on the need for strategies to increase brand equity.	Customer-Based Brand Equity and impact on Brand Identity in the Diary Industry

5.6 Analysis and Content Development

In this research, the implication of e-commerce and its impact on brand identity has been investigated because of the dairy industry. For that purpose, the study includes an investigation from the bright dairy. That is why the implication of e-commerce is investigated given the bright dairy recent implication of e-commerce with the collaboration of the e-commerce giant Alibaba. For that purpose, some of the managerial level employees of Bright Dairy have been investigated in detail in which they are supposed to provide the answer to some important question. As mention in the research methodology that before proceeding to the final interview with these managers, the interview guide has been prepared. It provides valuable facilitation of the qualitative which are analyzed by implementing the content analysis. With the help of content analysis, some of the important and considerable themes are developed which are very facilitative for the understanding of the topic under investigation.

5.7 Bright Dairy Competitive in Milk Industry of China

In the current stage, in the national economy, the most rapid growth developing industry is China’s dairy industry. However, the domestic dairy corporations need to enhance their international competitiveness through improving the application of brand strategy and implementing sustainable development in the long perspective (Zhu, 2016). In the process

of rapid growth in the dairy industry, the brand awareness and brand concept of dairy companies have generally been improved, the brand value of industry-leading brands has increased significantly, and the role of brands in promoting corporate development has continued rising. Some dairy brands such as Yili, Mengniu, etc. has been getting rid of regional limitations and become a national brand. More and more dairy companies realize that the modern market must first solve the brand problem, not the product problem. The competition between brands is becoming increasingly fierce (Ren, 2010).

The competition in the dairy industry has been increased at a rapid pace as many companies have emerged in this industry with the implication of the new technologies. Traditionally, it is observed that the focus of the industry is to enhance the quality of the milk with the implication of innovations and technology. For example, the companies in this industry are recognized with the implication of the packaging technology that leads to bringing lots of benefits for the consumer. It is important to consider that the development of the long-term strategic plan and the competitiveness of the company is based on the provision of high quality and healthy milk products.

"From a macro point of view, Bright Dairy is a dairy company with a relatively leading technology in the industry, and the dairy company mainly covers the whole country especially in Eastern China. Bright Dairy also has subsidiaries abroad, some of which have been acquired. In general, it is a multinational corporation" (Participant 1)

On the other hand, Bright Dairy is a customer-oriented company. In the customer-based brand value model (CBBV), brand equity conceptually bonds with brand value and predict and stimulate brand competitiveness (Winzar, Baumann, & Chu, 2018). When the brand fully mobilizes consumer utility, the company will be more competitive in the benefit-based market segmentation. Bright Dairy adopts a similar method to organize offline activities.

"Sometimes, Bright Dairy will invite consumers to participate in activities to provide suggestions to optimize the product when the product is not on the market or when it is on the market, and to improve product awareness through their feedback."(Participant 3)

"First of all, the quality of the product comes first. Regarding brand tonality, consumers may choose a fixed brand under the premise of quality assurance." (Participant 1)

Thus, it can be observed that Bight Dairy values quality and customer experience, instead of focusing on profit-maximization.

The statement implies the brand positioning of the consumer target in different regions. The brands with distinctive nationality characteristics are more popular and competitive. Aligning to the strategic band management (Keller, et al., 2013), the company needs to re-evaluate the brand value that focuses on the local market while enhancing and retaining brand equity. Respondent 4 replenished the question:

"I should say that dairy companies can only achieve local monopoly instead of national monopoly so that dairy companies can only do the best in time and regions. Hence, the dairy brands are coexistence, and a mutually competitive market structure is seen in the dairy industry." (Participant 7)

It is evident from the interview of the first participant that "Bright dairy" is one of the leading companies in the dairy industry of China. The company has provided several important products to its dairy customers with the exceptional implication of high quality. At the same time, the dairy company also gain a considerable competitive advantage in the industry with the implication of the new technology (Vaidya, et al., 2006). Currently, the brand is covering the market of the whole country and most importantly providing the services in Eastern China. Moreover, the success of the brand is also observed with its international presence because the Bright dairy company is already distributing its products to several international markets. That is the reason, Bright Diary is among some of the multinational dairy brands of the world. International presence provides several pieces of evidence of using the technologies of the dairy industry effectively as well as it also supports the formulation of the high-quality standard in the industry which ultimately lead to increase the competitiveness in the dairy industry.

5.8 The implication of E-Commerce in Dairy Business

With the passage of time, the "internet of things" becoming a common culture at the global level due to which companies are striving to make certain business models that are

linked with the internet (Baršauskas, Šarapovas, and Cvilikas, 2008). With the rapid implications of the "information communication technology," it is getting important for the business to improve its business model and effectively relate it with the internet. For that purpose, the most effective strategy developed by the companies is the implication of e-commerce in their business model. It is observed that to increase the competitive advantage, the development of the business model based on e-commerce provides new channels for business improvement. Recent investigations highlight that the dairy industry also adopts the e-commerce channel to integrate with the customers (Egger, 2001). The manager of bright dairy highlights in the interview that;

"The origin of the e-commerce of Bright Dairy can be traced back to a decade ago. In 2004, the call center appeared, that is, a telephone ordering business. Some contractors charged some traditional CM brands. The development of e-commerce in China was not very rapid until the past ten years. Alibaba promoted the overall development of the e-commerce industry. Mobile phones are the main products used by consumers. Bright Dairy still focuses on the traditional business model." (Participant 1)

"The diversified development of brand e-commerce channels is rapid, and the growth rate of brand merchants on Tmall channels (Tmall is a shopping website that belongs to Alibaba） has declined, but Tmall is still the most important market for the development of brand e-commerce services." (Participant 2)

"In e-commerce marketing, search advertising, display advertising, information flow advertising, live advertising, shopping guide marketing, and other modes are perfectly adapted to the attributes of the e-commerce platform and the trajectory of consumer consumption behavior, and the diversified gameplay helps brand owners and merchants realize products." (Participant 5)

The information from the managers of Bright Dairy indicates that e-commerce is one of the most important tools that has been integrated into the company's business model for the development of the long-term strategy of success. It is important to consider here that Alibaba's integration with companies like Bright Dairy is one of the main reasons for the e-commerce success of the company. It is important to consider here that the e-commerce platform is vital (Peng & Liang, 2013). If the e-commerce platform is not appropriate it

might lead to cause lots of problems for the company. Most importantly, the acceptance of e-commerce among the customers is also high. For instance, the companies have got the opportunities to develop strong marketing interaction with their customer by providing online advertisement, mobile phone applications, and social media campaigns for the development of the business. It is also important to consider that reluctant companies toward e-commerce might not be able to articulate the full exposure of the revenue generation in the industry.

5.9 Development of Brand Identity and Self Awareness of Dairy Companies

Before leading to the discussion of the brand identity of the brand, it is important to understand why the brand identity is important. It is evident from the literature that brand identity is considered as the combination of the elements of the brand that create a valuable difference for the brand as well as it also leads to enhance the overall credibility, competitiveness, and identity of the brand among the customer (Xiao and Hwan (Mark) Lee, 2014; Janssen, Vanhamme, and Leblanc, 2016; Wu and Lin, 2016). Companies strive to position the brands at a high level in the mind of the customer but this high level can be achieved with the combination of some important elements that mainly includes "color, design and logo" that are formulated by the companies to create a valuable difference among the identical products. The higher focus of the companies for the development of effective brand identity is also for the self-awareness of the brand. For that purpose, the companies are strongly focusing on the elaboration of the brand concerning the self-awareness of the brand. Now in view of the dairy companies, the role of the brand identity is also very high. The main reason for the higher level of stress on brand identity is due to the increase in the competition of the dairy industry.

"Bright Dairy strives to meet the requirements of the era, so it cooperates with Alibaba for digital transformation. Bright Dairy hopes that through future transformation, the industry chain will be digitized and intelligent until it can cater to consumer demand" (Participant 4)

As indicated by the participant that "Bright Dairy" is one of the leading companies in the dairy industry of China that implement e-commerce in the company business model. That implication has been done with the integration of the Alibaba company which lead to the digital transformation for all the channels of communication and business integration with

the customer (Xie, 2012; Coelho, Rita, and Santos, 2018). The futuristic approach is very important for the enhancement of the competitive advantage based on e-commerce. With the development of digitalization among the customer, it will lead to the digitized and intelligent implication of the new strategies which will lead to increased consumer demand. Brand identity enhancement and self-awareness enrichment are strongly based on the implication of the new e-commerce channel in dairy companies.

"Alibaba Research Institute and Boston Consulting Group (BCG) jointly released the report "New Trends in Chinese Consumption: Three Driving Forces Shaping New Consumer Groups in China", pointing out that the rising wealthy class, the new generation of consumers, and the popularity of Omni-channels are still Three major consumption drivers in the next five years." (Participant 7)

As participant 7 of this research has strong knowledge about the current implication of e-commerce by Bright Dairy it is observed that the development of e-commerce must lead to some important driving forces in the research. The implication of e-commerce has enhanced the effectiveness of the companies. But at the same time, this implication of e-commerce is based on some important driving forces that reshape the overall business scenario in China. These factors mainly include the "new generation of the consumer, popularity of the Omni-channels, and increase in the wealthy class.

5.10 Acceptance of E-commerce among the Dairy Consumers

As one of the earliest dairy companies in China, the Bright Dairy company is mainly engaged in the feeding of dairy cows and the processing and sales of dairy products. Relying on a long history of development, the company has won a series of honorary titles in the past development, such as the leading enterprise of agricultural industrialization, the dairy standardization demonstration farm of the Ministry of agriculture, the national 100 standardization safety demonstration farm, the most popular dairy products of consumers, and advanced enterprises (Dixon, 2005; Singh & Karn, 2012). Based on the brand strategy theory and strategic brand management theory, this paper discusses the problems and solutions of Bright Dairy brand development through the analysis and evaluation of the current situation of the Bright Dairy company, and then makes strategic planning for the development of the Bright Dairy brand, and escorts the

brand strategy through brand development measures, to provides certain reference significance to other dairy enterprises in China.

"According to statistics from the National Bureau of Statistics and iResearch, the transaction scale of my country's online shopping market has grown rapidly at a compound annual growth rate of 27.4% in the past five years, far exceeding the growth rate of 8.1% in the total retail sales of consumer goods in the same period". (Participant 3)

With time, consumer behavior toward the implication of online shopping has been increased. Currently, about 27.4% of consumers prefer online shopping. At the same time, e-commerce is becoming an integral part of corporate marketing where the company is striving to achieve organizational goals. To develop online purchasing behavior, it is essential to provide an online channel to the owner or merchant.

5.11 Impact of E-commerce on the Development of the Brand Identity

E-commerce always supports the development of the new brand. Many companies around the world are strongly based on the implication of the new e-commerce strategies and business model. It is becoming very difficult for the brand owners to fulfill the demand of the consumer as well as the positioning of the brand among the customers. As the demand of the consumer has been changed at a rapid pace and the competition has been increased the companies need to have direct interaction with the customer (Kosciejew, 2020). E-commerce is one of the leading tools used by companies to strongly engage with their customers. The development of brand identity is also based on the implication of e-commerce. Even though the traffic growth of the e-commerce platform is relatively slow, the amount of consumer purchases has continued to grow at a high speed due to the advantages of the e-commerce platform's many preferential activities, convenient product delivery, and comprehensive product categories (Rocha & Malta, 2018). The consumption habits have further migrated to the online. Consumers' shopping preference for brand owners/merchants marketing and launching as a weathervane will also rely more on online consumption channels and regard e-commerce platforms as an important point of marketing.

"First, Bright Dairy is not a new brand. We developed e-commerce only after having the brand. I think this question is not valid. At the same time, I think that the development of e-commerce will not affect customer brand loyalty. E-commerce is just a way of lifestyle and cannot represent brand loyalty". (Participant 1)

In the dairy industry, the level of loyalty is very important for an effective brand identity. As many brands are strongly influenced by the implication of long-term strategic growth that is why companies are striving toward e-commerce tools. It is observed that the lifestyle of the consumer is also an important determinant that the e-commerce model is adaptive or not. If the consumer is reluctant to use new technologies, it will ultimately become very difficult for the companies to improve brand equity with e-commerce (Matthews, Hendrickson, and Soh, 2001; Menon *et al.*, 2016). That is why brand loyalty is one of the majors that are of concern for the companies. It is observed that there are several strategies employed by dairy companies to improve overall brand loyalty. These strategies mainly include the "consumer experience, consumer service, and the advertisement". To relate the brand loyalty with the brand identity, companies are not focused on the digitalization of the consumer experience toward the brand. In the dairy industry, many companies are using e-commerce for the development of the relationship with the customers.

"Compared with other types of media platforms, e-commerce platforms have not only the same media attributes but also consumption attributes, which enable marketing on the platform to quickly transform into actual consumption. At the same time, the marketing types of e-commerce platforms range from search, the display-oriented situation has gradually expanded into a diversified marketing model such as information flow consisting of graphics, short videos, live broadcasts, and live advertisements." (Participant 2)

It is observed from the interview that participant 2 has a strong focus on the implication of e-commerce and digitalization in the businesses as it provides several new opportunities for the growth of the company. The implication of digitalization provides rand of a new platform for the company to display. The increase in the number of advertisements by the company for the customer is one of the major sources of the brand identity. Although the business model of the company is diversified, it is observed that

most of the strategies developed by the companies are based on the increase in brand identity. For example, the companies have developed graphics, short videos, and other broadcasts that assure the development of the long-term growth of the company.

5.12 Customer-Based Brand Equity and impact on Brand Identity in the Diary Industry

Marketing service providers are important hubs connecting e-commerce platforms and brand owners/merchants in e-commerce marketing activities. From the perspective of e-commerce platforms, the types of e-commerce companies are gradually diversifying, and the number is increasing, and the marketing models on e-commerce platforms are also becoming diversified. There is an increasing demand for the use of marketing service providers to empower brand owners/merchants to market.

To increase the brand identity level, it is important to strongly focus on the "customer-based brand equity". These brand equity implications are very important for the development of the long-term growth of the brand. It is evident from the "Customer-based brand equity" that the growth of the brand is strongly focused on the direct relationship and attitude of the customer with the brand. literature also indicates that "customer-based brand equity" also strengthens the attitude and loyalty of the customer toward the brand, that is why it is strongly approved that the implication of the long-term brand equity among the customer ultimately leads to an increase the brand loyalty.

"Only in areas where the brand cannot penetrate, then I target these elements on the internet, it can have an effect of increasing awareness." (Participant 1)

Sometimes, the implication of the strategies for the development of brand identity is not working appropriately. For example, although the companies have implemented e-commerce to ensure the brand identity e-commerce is not effective for the customer to improve their awareness. At that kind of issue, awareness has been improved by implementing the brand identity among the customers.

"From the perspective of brand owners/merchants, as the number of merchants increases, the cost of advertising bidding on giant e-commerce platforms becomes more difficult for

small merchants, and the expansion of external channels has formed new ways to display products, relying on marketing." (Participant 6)

Here it is important to consider that the development of the brand is not easy for the company. Sometimes the company must bear a certain cost for the development of the brand. Because of this, it is observed that the implication of e-commerce is also costly for companies. But if the overall outcome of the company is not effective it will lead to an increase in the cost of production. Here, it is observed from the information provided by the participants in this research that the small companies have a low cost of e-commerce, and the large companies have a higher level of the cost for the implementation of e-commerce. At the same time, the usage of e-commerce is difficult for small companies, as well as the large companies, can easily implement the strategies related to e-commerce.

5.13 Consumer Purchase Behaviour for Diary Product after E-Commerce

Literature indicates that there is a strong impact of technology development on consumer purchase behavior. Although the purchase behavior is regulated with several other determinants here in the context of e-commerce, it is important to consider that consumer purchase behavior has significantly affected consumer purchase behavior. First, it is important to consider that with time, as the "information communication technology" has been used by the companies to develop a new channel of communication with the customer, the customers become savvy.

The implication of e-commerce in the dairy industry has provided more options for the company as well as the customers to develop new channels of communication and financial transactions. Traditionally, the dairy industry is not using any e-commerce channel, but now the overall trend has been increased at a rapid pace. Many of the companies around the globe are adopting e-commerce as well as "information communication technologies".

"The change in consumption form is objective, and this trend will develop online, so there will be much online shopping in the future. Because the largest market share of Bright Dairy is in East China, which belongs to China's economically developed region, and the pace of life in this area is very fast." (Participant 1)

According to participant 1, it is observed that the trends for the dairy industry's product consumption have been changing at a rapid pace. Most of the companies are striving toward the online channel for the development of their sales. At the same time, the customers are also very keen to engage with the online shopping channel. The interviewee indicates that the development of the long-term strategic planning for the implication of the information communication technology is very important and significant for the development of the long-term relationship of the brand and the customer.

Consumer behavior is determined by the changes that emerged in brand management as well, that is why literature also indicates that the development of brand identity strategies also has a strong impact on consumer behavior. For example, in traditional markets, the dairy industry does not have any relationships with the implication of e-commerce effectively in the organization have to lead to bring lots of change in consumer behavior. Now the demand of the consumer has been changed and most of the consumers have strongly focused on online purchase. The recent implication of e-commerce with the help of Alibaba in the Bright Dairy is one of the leading examples in the change of consumer behavior. It is observed that if the companies are not integrated with the development of long-term strategic planning related to e-commerce are facing lots of problems. That is why the companies need to ensure that the recent technological development has been already implemented in the industry.

5.14 Summary of Results

It is evident from the detailed investigation in this research that most of the participants strongly admit the fact the e-commerce has brought a valuable change in the business world. As in the case of the dairy industry, there are many companies in the dairy industry that have strongly implement e-commerce for the development of the brand identity. To compete with many companies and to increase, it is very important to focus on the brand identity. It is evident from the results that brand identity can be enhanced by a strong focus on e-commerce. The dairy companies can use e-commerce as a strategic tool to increase their brand identity. At the same time, it is also evident from the investigation that Bright Dairy has a strong collaboration with Alibaba group to improve its e-commerce implications. The implication of e-commerce provides lots of opportunities to improve customer loyalty as well as the deliberate optimistic strength for the attitude. If

the level of attitude is positive toward the brand, then the brand identity is increased. At the same time, the "customer-based brand equity" is also very important for the enhancement of the brand identity. Here, it is important to mention that the customer-based brand equity also played the role of moderator in the relationship between e-commerce and brand equity. It is important for companies to strongly focus on the knowledge of the customer about the brand. If the customer has a higher level of knowledge, it will lead to the enrichment of the brand. Moreover, the knowledge and awareness of the customer also improve the brand positioning which ultimately leads to an increase in the development of the brand identity.

6. Conclusion

First, it is essential to consider that the development of e-commerce in the dairy industry is commenced at a rapid pace. There are many companies in this industry that are using e-commerce strategies to gain a higher level of competitive advantage as well as brand identity. Although the theories presented in chapter 2 regarding the brand identity like "Customer-Based Brand Equity" indicates that the brand identity is developed with the knowledge about the brand that is possessed by the customers. If the customer does not have the knowledge it will lead to the effect of the consumer purchase behaviour. That is why companies need to focus on brand identity strategies. In this chapter, the detailed analysis and findings section indicates the perspective of Bright Dairy about the brand identity and the implication of e-commerce in the company. As Bright Dairy is one of the leading dairy brands in China, the investigation of this company can provide several important dimensions for the implication of e-commerce and impact on the overall brand identity. It is evident from the information provided by the respondents in this research that e-commerce is becoming very common in China as the use of the mobile phone and the internet for the purchasing of products is enhanced at a rapid pace. Now every consumer is striving to get their product ordered from the internet. That is why the traditional selling of products is not appropriate in this context. That is the reason of the Bright Dairy company must develop a strong integration with the local e-commerce giant Alibaba to implement all the important and valuable strategies for e-commerce. At the same time, one of the respondents also highlights that the consumer stores which are

selling the product traditionally still not using e-commerce. Here it is important to consider that e-commerce not only changes this business but also changes all the businesses.

The consumption pattern is also an important aspect discussed in this chapter where the shopping habits and consumer purchase behaviour have been changed dramatically. Now the consumption habits of the consumer are not similar as before that is why companies are engaging the new technologies to facilitate the consumer. At the same time, the rise in the implication of e-commerce has stimulated the development of the industry as well as its relationship with the customer. That is why it is proved in the research that e-commerce has a strong impact on the development of the brand identity.

The component of the brand identity which is detailed in Chapter 2 is strongly focused on by the Bright dairy company. It is important to consider that to generate a considerable impact on the customer it is very important to focus on this competence. The information gathers from the respondents who belong to the Bright dairy company indicates that bright dairy has significantly implemented digitalization to include all the components of the brand industry in the company-wide strategy. That facilitates the company to increase the overall effectiveness of the company as well as it also raises the correspondence of the long-term success.

It is concluded from the chapter that content analysis provides in-depth information about the topic under investigation. The qualitative analysis needs to include all the relevant information provided by the respondent of the research. In this analysis section, the content analysis comprehensively provides an opportunity to ensure that the information provides by the participants is effective and integrate it with the discussion developed by the researcher. Hence, the chapter provides lots of important information about the impact of e-commerce on bright dairy.

7. Discussion and Implication

This is the last chapter of this dissertation which provides in-depth information about the commencement of all the research activities conducted in this dissertation. At the same time, it also provides information about the theoretical and practical implications of the results. Moreover, this chapter also includes the section of the recommendation and future implications which provide a valuable understanding of the strategies that are essential for the practitioners and the researchers.

7.1 Discussion

This research study is developed to investigate the impact of e-commerce on the development of brand identity in this highly competitive business environment. The scope of this research is to investigate the dairy industry of China which is flourishing at a rapid pace. To investigate the dairy industry in this research, the researcher has chosen the "Bright Dairy" company as it is the most flourishing company in the dairy industry of China. At the same time, recently this company has implemented e-commerce with the facilitation of e-commerce giant Alibaba. Alibaba is the leading e-commerce company that has lots of developed e-commerce channels already working in this region. It is sobered that with the development of the long-term strategic planning for the Bright Dairy, the company has taken an effective decision for the implication of the long-term e-commerce in the company as well as to develop the brand identity and gain highly competitive advantage.

In this research, chapter 2 provides detailed information about the theoretical perspective of the research. The chapter highlights some important details about the brand identity because of the exiting theories like "customer-based brand equity". This theory has a strong relationship with the brand identity as its main focus is to increase the knowledge of the customer about the brand at the same time, it is also evident from the literature reviews section of this dissertation that the components of the brand identity are also strongly linked with the customer-based brand equity. While implementing e-commerce in the company, the objective of the top management of Bright dairy is to enhance the

knowledge and relationship of the customer (Elbedweihy et al., 2016; Homburg et al., 2010). That is why it is observed that the "Customer-based brand equity" has strong and deliberate implications in the development of the brand identity. The core outcome of the literature is apart from the fact that the brand is local or international or belong to any industry it is important to consider that the brand has implemented some of the important and considerable implication of the strategies based on the e-commerce (Bakos et al., 2005; Matthews et al., 2001; Yu et al., 2017).

Moreover, this research is based on qualitative research where the researcher has used the interview method for the collection of the information. In this research, the information is collected from the managerial level employees of Bright dairy who provide in-depth information about the topic under investigation. The finding and analysis chapter detailed the information provided by the participants. It is observed from the information that there are some important areas of concern which is highlighted by the participants. They believe that implication of e-commerce is very important for the stability of the brand in this highly competitive business environment. They also emphasized that the implication of e-commerce in the dairy industry is one of the recent steps taken by Bright Dairy because top management believes that the scenario of the overall business in the dairy industry has been changed. Now the consumer behaviour of the dairy consumers has been regulated with the implication of digitalization that is why bypassing the traditional way of the business in the dairy industry, the Bright Dairy must introduce a new channel of business with the dairy customer. It is also important to consider that the implication of the long-term strategies related to e-commerce has also brought lots of competitive advantage, that is why it is essential for the companies to strongly focus on the development of the e-commerce related strategies. Another important aspect that has been emphasized by participants in the enhancement of the brand identity. One of the participants indicates that brand identity and brand awareness are strongly correlated. It is observed that as the development of the brand identity is based on the enhancement of the knowledge of the customer, and that is why this phenomenon is also highly interrelated with the "Customer-Based Brand Equity" (Mishra et al., 2014; Severi & Ling, 2013).

7.2 Theoretical Contributions

As mention in chapter 1 that theoretically this research has lots of significance which lead to providing lots of knowledge about the topic under investigation. Theoretically, this research provides in-depth literature from peer-reviewed journal articles that demonstrate the all-important aspect of the construct under investigation. It is evident from the literature that previous researchers have conducted some significant investigations regarding brand identity and its development. This research covers some important historical aspects of each construct and includes information about their implication in different industries. Most importantly, the dairy industry has been discussed in detail. There are some important theories like "Customer-Based Brand Equity Theory" and Theory of reasoned action and other important theories are also discussed in detail. The literature review chapter of this research provides in-depth information about different concepts in this research as well as increase the understanding of how previous researchers highlight the impact of the technology on the brand. Although e-commerce is a widely researched area, in that case, it is important to consider that the development of the investigation in the area of the dairy industry is very less. This research study also relates different theories with the dairy industry to analyze the implication of e-commerce on the development of the brand identity. Theoretically, it is concluded that the previous theories support the fact that the development of e-commerce in the industry is strongly enhancing the capacities of the brand as well as support the development of the brand identity. If the development of the brand identity is not enhanced at a rapid pace it will lead to lots of problems related to competitiveness.

7.3 Practical Implications

The practical implications of this research are strongly based on the development of e-commerce and its utilization by companies in this highly technological world. This research study strongly emphasized that the development of a strong brand identity is based on the increasing knowledge of the customer. If the customers are not able to recognize the brand it will lead to cause lots of problems related to brand recognition and brand identity. So, to implement the findings of this research in the dairy companies, firstly, the dairy companies must establish an e-commerce channel with the customer. For that purpose, these companies must integrate e-commerce with the business model of

their company. As investigated the Bright dairy, the top management of the company ensures the development of e-commerce by using the platform of Alibaba, other dairy companies can also use the platform. For that purpose, the local dairy company must formulate a plan to develop its brand and implement all the elements of the branding. After these companies can launch an e-commerce channel through any e-commerce platform or by using the internal e-commerce channel. It will lead to facilitates its brand identity and improve brand existence.

7.4 Limitation

First and foremost, the main restriction of exploratory research is the single case study that Bright Diary alone cannot represent the universal phenomenon of the dairy industry. In order to gain a broader perspective, a cross-case study with e-commerce company or other additional diary companies may be conducted in the future.

Another limitation is due to the confidential feature of the interviews, the research lacks details of cooperation with Alibaba which may contain some critical information regarding the implications of e-commerce. The authors' comprehension is merely based on objective materials and is constrained by the events and business strategies. Different experts may generate various opinions and conclusions on the same topic. Besides, the answers of the respondents were influenced by specific scenarios and their knowledge basement. If the questions surpassed their ken, they endeavoured to respond professionally and made assumptions integrating with facts and their work experience. It may lead to some inexplicit analysis on one of the themes. In addition, during the time of this research, the COVID-19 pandemic is seriously affecting business operations and giving challenges to the researchers' data collection method. Within a limited time, the authors were not able to reach some key managers or employees as they did not have the spare time to answer the questions or they were sick and resting at home.

Furthermore, this study only focuses on the dairy industry, but the investigation revealed that the implications of e-commerce are still a discussion for many industries, that is why it is crucial for the researchers to strongly focus on the development of the plan to implement this research and its theoretical framework in different studies to improve the implication of the e-commerce.

Finally, geographical and ethnological restrictions have affected the consequence of the research. Although the study probes the national and international business, to some extent, it still concentrates more on East China. Therefore, in these aspects, the research is not universalistic for global due to the complexity.

7.5 Future Research

In view of this research, there is some important area of concern has been emerged which leads to future implications. If this is investigated in the future the researchers need to focus on the company brand strategy. Although the companies can implement e-commerce if the brand strategy is not effective it will not make any difference to enhance the brand identity. Moreover, in the future, it is also important to implement the same research model in different industries which also facilitates understanding the impact of e-commerce on the implication of these researchers. Moreover, in the future, it is also important for the researchers to focus on quantitative data. The implication of the quantitative data collection in the future will be very helpful to understand the marketing and branding investment pattern and its relationship with the development of the brand identity.

This research was conducted under the outbreak of the COVID-19, the pandemic has affected China's retail as well as China's dairy industry. Due to the epidemic, the demand and profitability are under pressure as the consumers' willingness of social activities has declined. (China Industry Information, 2020). However, the expansion of e-commerce has been greatly promoted during the pandemic. Regarding the topic of the implication of e-commerce on the brand identity, the future research direction may focus on considering the crisis factors. By considering e-commerce, the logistics and supply chain would interchange into a different pattern to deal with the crisis. Therefore, this research could focus on innovation and technology of e-commerce.

Lastly, with our limitation of smaller sample size and the quality impact of our interview, conducting future research with sufficient time and a more stable external environment will potentially improve our study results.

8. Reference list

Ahmad, N. S., Musa, R., & Harun, M. H. M. (2016). The Impact of Social Media Content Marketing (SMCM) towards Brand Health. Procedia Economics and Finance, 37(16), 331–336. https://doi.org/10.1016/S2212-5671(16)30133-2

Ajzen, I., & Madden, T. J. (1986). Prediction of goal-directed behavior: Attitudes, intentions, and perceived behavioral control. Journal of Experimental Social Psychology, 22(5), 453–474. https://doi.org/10.1016/0022-1031(86)90045-4

Ajzen, I., & Sheikh, S. (2013). Action versus inaction: Anticipated affect in the theory of planned behavior. Journal of Applied Social Psychology, 43(1), 155–162. https://doi.org/10.1111/j.1559-1816.2012.00989.x

Albert, N., & Merunka, D. (2013). The role of brand love in consumer-brand relationships. Journal of Consumer Marketing, 30(3), 258–266. https://doi.org/10.1108/07363761311328928

Alev M. Efendioglu, Vincent F. Yip, Chinese culture and e-commerce: an exploratory study, Interacting with Computers, Volume 16, Issue 1, February 2004, Pages 45–62, https://doi-org.proxy.library.ju.se/10.1016/j.intcom.2003.11.004

Ambler, T. (1997). How much of brand equity is explained by trust? Management Decision, 35(4), 283–292. https://doi.org/10.1108/00251749710169666

Ambler, T., Ambler, T., & Johnson, D. (1997). How much of brand equity is explained by trust? Management Decision, 35(4), 283–292. https://doi.org/10.1108/00251749710169666

Andriopoulos, C., & Slater, S. (2013). Exploring the landscape of qualitative research in international marketing: Two decades of IMR. International Marketing Review, 30(4), 384–412. https://doi.org/10.1108/IMR-03-2012-0061

Aspers, P., & Corte, U. (2019). What is Qualitative in Qualitative Research. Qualitative Sociology, 42(2), 139–160. https://doi.org/10.1007/s11133-019-9413-7

Bakos, Y., Lucas, H. C., Oh, W., Simon, G., Viswanathan, S., & Weber, B. W. (2005). The impact of e-commerce on competition in the retail brokerage industry. Information Systems Research, 16(4), 352–371. https://doi.org/10.1287/isre.1050.0064

Baršauskas, P., Šarapovas, T., & Cvilikas, A. (2008). The evaluation of e-commerce impact on business efficiency. Baltic Journal of Management, 3(1), 71–91. https://doi.org/10.1108/17465260810844275

Batra, R., Ramaswamy, V., Alden, D., Steenkamp, J., & Ramachander, S. (2000). Effects of Brand Local and Nonlocal Origin on Consumer Attitudes in Developing Countries. Journal of Consumer Psychology, 9(2), 83–95. https://doi.org/10.1207/S15327663JCP0902_3

Bell, David E., and Hal Hogan. "Bright Dairy & Food Co., Ltd." Harvard Business School Case 905-404, October 2004. (Revised March 2005.)

Bowen, G. a. (2005). Preparing a qualitative research-based dissertation: Lessons learned. The Qualitative Report, 10(2), 208–222. https://doi.org/no doi on file

Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand Experience: What Is It? How Is It Measures? Does It Affect Loyalty? Journal of Marketing, 73(May), 52–68. https://doi.org/10.1509/jmkg.73.3.52

Brand Image Strategy Affects Brand Equity after M & A Abstract. (n.d.). 229.

Bell, E. & Bryman, A. 2007. The ethics of management research: An exploratory content analysis. *British Journal of Management,* 18**,** 63-77.

Berkwits, M., Inui, T.S. Making use of qualitative research techniques. J GEN INTERN MED 13, 195–199 (1998). https://doi-org.proxy.library.ju.se/10.1046/j.1525-1497.1998.00054.x

Bright Dairy. (2020). Retrieved November 18, 2020, from http://www.brightdairy.com/

Brinkmann, S. 2014. Unstructured and Semi-Structured Interviewing. in P Leavy (ed.), The Oxford Handbook of Qualitative Research. Oxford University Press, Oxford, pp. 277- 299. https://doi.org/10.1093/oxfordhb/9780199811755.013.030.

Bruhn, M., Schoenmueller, V., & Schäfer, D. B. (2012). Are social media replacing traditional media in terms of brand equity creation? Management Research Review, 35(9), 770–790. https://doi.org/10.1108/01409171211255948

Burkhalter, J. N., Wood, N. T., & Tryce, S. a. (2014). Clear, conspicuous, and concise: Disclosures and Twitter word-of-mouth. Business Horizons, 57(3), 319–328. https://doi.org/10.1016/j.bushor.2014.02.001

Bottomley, P.A. and Doyle, J.R., 1996. The formation of attitudes towards brand extensions: Testing and generalising Aaker and Keller's model. International Journal of Research in Marketing, 13(4), pp.365-377.

Castaño, R., & Eugenia Perez, M. (2014). A matter of love: consumers' relationships with original brands and their counterfeits. Journal of Consumer Marketing, 31(6/7), 475–482. https://doi.org/10.1108/JCM-05-2014-0970

Cazacu, S., Rotsios, K., & Moshonas, G. (2014). Consumers' Purchase Intentions towards Water Buffalo Milk Products (WBMPs) in the Greater Area of Thessaloniki, Greece. Procedia Economics and Finance, 9(Ebeec 2013), 407–416. https://doi.org/10.1016/S2212-5671(14)00042-2

Chan, K., Leung Ng, Y., & Luk, E. K. (2013). Impact of celebrity endorsement in advertising on brand image among Chinese adolescents. Young Consumers, 14(2), 167–179. https://doi.org/10.1108/17473611311325564

Chang, Y. F., Chen, C. S., & Zhou, H. (2009). Smart phone for mobile commerce. Computer Standards & Interfaces, 31(4), 740–747. https://doi.org/10.1016/j.csi.2008.09.016

Chen, H., Papazafeiropoulou, A., Chen, T.-K., Duan, Y., & Liu, H.-W. (2014). Exploring the commercial value of social networks. Journal of Enterprise Information Management, 27(5), 576–598. https://doi.org/10.1108/JEIM-05-2013-0019

Chetty, S. (1996). The Case Study Method for Research in Small-and Medium-Sized Firms - Sylvie Chetty, 1996. Retrieved from https://journals.sagepub.com/doi/10.1177/0266242696151005

Cho, E., Fiore, A. M., & Russell, D. W. (2015). Validation of a Fashion Brand Image Scale Capturing Cognitive, Sensory, and Affective Associations: Testing Its Role in an Extended Brand Equity Model. Psychology and Marketing, 32(1), 28–48. https://doi.org/10.1002/mar.20762

Čiarnienė, R., & Stankevičiūtė, G. (2015). Theoretical Framework of E-Business Competitiveness. Procedia - Social and Behavioral Sciences, 213, 734–739. https://doi.org/10.1016/j.sbspro.2015.11.528

Coelho, P. S., Rita, P., & Santos, Z. R. (2018). On the relationship between consumer-brand identification, brand community, and brand loyalty. Journal of Retailing and Consumer Services, 43(November 2016), 101–110. https://doi.org/10.1016/j.jretconser.2018.03.011

Cohen, Deborah J., Crabtree, Benjamin F. (2008). Annals of Family Medicine. Evaluative Criteria for Qualitative Research in Health Care: Controversies and Recommendations. 4[6]. 331-339. https://www.annfammed.org/content/6/4/331.short

Cowan, K., & Guzman, F. (2018). How CSR reputation, sustainability signals, and country-of-origin sustainability reputation contribute to corporate brand performance: An exploratory study. Journal of Business Research, November, 1–11. https://doi.org/10.1016/j.jbusres.2018.11.017

Datta, A., Malhotra, D. K., & Russel, P. S. (2006). Competitiveness Review : An International Business Journal incorporating Journal of Global

Competitiveness Emerald Article : Regional trade pacts and the competitiveness of the US textile industry.

Delgado-Ballester, E., Hernandez-Espallardo, M., & Rodriguez-Orejuela, A. (2014). Store image influences in consumers' perceptions of store brands: the moderating role of value consciousness. European Journal of Marketing, 48(9/10), 1850–1869. https://doi.org/10.1108/EJM-02-2012-0087

Descotes, R. M., & Pauwels-Delassus, V. (2015). The impact of consumer resistance to brand substitution on brand relationship. Journal of Consumer Marketing, 32(1), 34–42. https://doi.org/10.1108/JCM-07-2014-1041

Development advantages of Bright Dairy (2016). Retrieved from: https://wenku.baidu.com/view/ea198e2df705cc175427099f.html#

Digitaling staff. (2019). Brandz top 100 most valuable brands in the world in 2019. *Digitaling. Com.* Retrieved from: https://www.digitaling.com/articles/171940.html

Ding, C. G., & Tseng, T. H. (2015). On the relationships among brand experience, hedonic emotions, and brand equity. European Journal of Marketing, 49(7/8), 994–1015. https://doi.org/10.1108/EJM-04-2013-0200

Ding, Y. (2019). Bright Dairy ready to milk the market. Retrieved from: https://www.shine.cn/biz/company/1904243586/

Dixon, T. (2005). The impact of information and communications technology on commercial real estate in the new economy. Journal of Property Investment & Finance, Vol. 23(6), 480–493. https://doi.org/10.1108/14635780510626529

Dong, X., & Wang, T. (2018). Social tie formation in Chinese online social commerce: The role of IT affordances. International Journal of Information Management, 42(June), 49–64. https://doi.org/10.1016/j.ijinfomgt.2018.06.002

Dwivedi, A. (2015). A higher-order model of consumer brand engagement and its impact on loyalty intentions. Journal of Retailing and Consumer Services, 24, 100–109. https://doi.org/10.1016/j.jretconser.2015.02.007

Egger, F. N. (2001). Affective Design of E-Commerce User Interfaces : How to Maximise Perceived Trustworthiness. CAHD: Conference on Affective Human Factors Design, 317–324.

Elbedweihy, A. M., Jayawardhena, C., Elsharnouby, M. H., & Elsharnouby, T. H. (2016). Customer relationship building : The role of brand attractiveness and consumer – brand identi fi cation. Journal of Business Research, 69(8), 2901–2910. https://doi.org/10.1016/j.jbusres.2015.12.059

Elizabeth Abraham, S. (2012). Information technology, an enabler in corporate governance. Corporate Governance: The International Journal of Business in Society, 12(3), 281–291. https://doi.org/10.1108/14720701211234555

Elwood PC, Pickering JE, Givens DI, Gallacher JE. The consumption of milk and dairy foods and the incidence of vascular disease and diabetes: an overview of the evidence. Lipids. 2010 Oct;45(10):925-39. doi: 10.1007/s11745-010-3412-5. Epub 2010 Apr 16. PMID: 20397059; PMCID: PMC2950929.

Esch, F.-R., Langner, T., Schmitt, B. H., & Geus, P. (2006). Are brands forever? How brand knowledge and relationships affect current and future purchases. Journal of Product & Brand Management, 15(2), 98–105. https://doi.org/10.1108/10610420610658938

Felix, R. (2012). Brand communities for mainstream brands: the example of the Yamaha R1 brand community. Journal of Consumer Marketing, 29(3), 225–232. https://doi.org/10.1108/07363761211221756

Fetscherin, M. (2014). What type of relationship do we have with loved brands? Journal of Consumer Marketing, 31(6/7), 430–440. https://doi.org/10.1108/JCM-05-2014-0969

Gabay, G., Moskowitz, H. R., Beckley, J., & Ashman, H. (2009). Consumer centered "brand value" of foods: drivers and segmentation. Journal of Product & Brand Management, 18(1), 4–16. https://doi.org/10.1108/10610420910933326

Gefen, D., Rao, V. S., & Tractinsky, N. (2003). The conceptualization of trust, risk and their electronic commerce: the need for clarifications. 36th Annual Hawaii International Conference on System Sciences, 2003. Proceedings of The. https://doi.org/10.1109/HICSS.2003.1174442

Ghodeswar, B. M. (2008). Building brand identity in competitive markets: a conceptual model. Journal of Product & Brand Management, 17(1), 4–12. https://doi.org/10.1108/10610420810856468

Grant, R., Clarke, R. J., & Kyriazis, E. (2010). Research needs for assessing online value creation in complex consumer purchase process behavior. Journal of Retailing and Consumer Services, 17(1), 53–60. http://doi.org/10.1016/j.jretconser.2009.09.004

Giovanis, A. N., & Athanasopoulou, P. (2017). Consumer-brand relationships and brand loyalty in technology-mediated services. Journal of Retailing and Consumer Services, February 2016, 0–1. https://doi.org/10.1016/j.jretconser.2017.03.003

Golicic, S. L., Davis, D. F., McCarthy, T. M., & Mentzer, J. T. (2002). The impact of e-commerce on supply chain relationships. International Journal of Physical Distribution and Logistics Management, 32(10), 851–871. https://doi.org/10.1108/09600030210455447

Grandón, E. E., Nasco, S. A., & Mykytyn, P. P. (2011). Comparing theories to explain e-commerce adoption. Journal of Business Research, 64(3), 292–298. https://doi.org/10.1016/j.jbusres.2009.11.015

Gretry, A., Horváth, C., Belei, N., & van Riel, A. C. R. (2017). "Don't pretend to be my friend!" When an informal brand communication style backfires on social

media. Journal of Business Research, 74, 77–89. https://doi.org/10.1016/j.jbusres.2017.01.012

Gurdu, C. (2013). A life-stage analysis of consumer loyalty profile : comparing Generation X and Millennial consumers. Journal of Consumer Marketing, 29(2), 103–113. https://doi.org/10.1108/07363761211206357

Gustafsson, J. (2017). Single case studies vs. multiple case studies: A comparative study. Retrieved from: https://www.diva-portal.org/smash/get/diva2:1064378/FULLTEXT01.pdf

Han, S. H., Nguyen, B., & Lee, T. J. (2015). Consumer-based chain restaurant brand equity, brand reputation, and brand trust. International Journal of Hospitality Management, 50, 84–93. https://doi.org/10.1016/j.ijhm.2015.06.010

Hayes, J. B., Alford, B. L., Silver, L., & York, R. P. (2006). Looks matter in developing consumer-brand relationships. Journal of Product & Brand Management, 15, 306–315. https://doi.org/10.1108/10610420610685875

Homburg, C., Klarmann, M., & Schmitt, J. (2010). Brand awareness in business markets: When is it related to firm performance? International Journal of Research in Marketing, 27(3), 201–212. https://doi.org/10.1016/j.ijresmar.2010.03.004

Houtkoop-Steenstra, H. and Houtkoop-Steenstra, J.P., 2000. Interaction and the standardized survey interview: The living questionnaire. Cambridge University Press.

Hsu, C. L., & Chen, M. C. (2014). Explaining consumer attitudes and purchase intentions toward organic food: Contributions from regulatory fit and consumer characteristics. Food Quality and Preference, 35, 6–13. https://doi.org/10.1016/j.foodqual.2014.01.005

Huo Xiaona & Zhang Jianbo. (2017). Current situation and Prospect of dairy products consumption in China. Agricultural prospect (7).

Industrial Management and Data Systems, 117(10), 2263–2286. https://doi.org/10.1108/IMDS-09-2016-0398

Jack, Sarah L., and Alistair R. Anderson. "The effects of embeddedness on the entrepreneurial process." *Journal of business Venturing* 17, no. 5 (2002): 467-487.

Janssen, C., Vanhamme, J., & Leblanc, S. (2016). Should luxury brands say it out loud ? Brand conspicuousness and consumer perceptions of responsible luxury. Journal of Business Research. https://doi.org/10.1016/j.jbusres.2016.12.009

Jin, Z., & Chansarkar, B. (2006). Brand origin in an emerging market: perceptions of Indian consumers. Asia Pacific Journal of Marketing and Logistics, 18, 283–302. https://doi.org/10.1108/13555850610703254

Joines, J. L., Scherer, C. W., & Scheufele, D. a. (2003). Exploring motivations for consumer Web use and their implications for e-commerce. Journal of Consumer Marketing, 20(2), 90–108. https://doi.org/10.1108/07363760310464578

Jones, C., (2020). Content Analysis: A Practical Approach. http://www.uxmatters.com/mt/archives/2009/08/content-analysis-a-practical-approach.php

Junaidah Hashim. (2007). Information Communication Technology (ICT) Adoption Among SME Owners in Malaysia. International Journal of Business and Information, 2(2), 221–240. https://doi.org/10.5897/AJBM10.1398

Kagaari, J. R. K., Munene, J. C., & Mpeera Ntayi, J. (2010). Performance management practices, information and communication technology (ICT) adoption and managed performance. Quality Assurance in Education, 18(2), 106–125. https://doi.org/10.1108/09684881011035330

Khanna, C., van der Voordt, T. J. M., Koppels, P. W., J. M. van der Voordt, T., & W. Koppels, P. (2013). Corporate real estate mirrors brand: A conceptual

framework and practical applications. Journal of Corporate Real Estate, 15(3), 213–230. https://doi.org/10.1108/JCRE-01-2013-0003

Kim, H. Y., & Chung, J.-E. (2011). Consumer purchase intention for organic personal care products. Journal of Consumer Marketing, 28(1), 40–47. https://doi.org/10.1108/07363761111101930

King, G; Knowles, M; Melendez, S., (2010). ReadMe: Software for Automated Content Analysis. http://gking.harvard.edu/files/gking/files/readme.pdf

Kosciejew, M. (2020). The coronavirus pandemic, libraries and information: a thematic analysis of initial international responses to COVID-19. Global Knowledge, Memory and Communication. https://doi.org/10.1108/GKMC-04-2020-0041

Kotler, P., Keller, K.L., Ang, S.H., Tan, C.T. and Leong, S.M., 2018. Marketing management: an Asian perspective. Pearson.

Krippendorff, K., 2019. Content Analysis. 4th ed. Los Angeles, Calif: Sage.

Kuo-Fang Peng, Yan Chen, & Kuang-Wei Wen. (2014). Brand relationship, consumption values and branded app adoption. Industr Mngmnt & Data Systems, 114(8), 1131–1143. http://doi.org/10.1108/IMDS-05-2014-0132

Lam, S. Y., & Shankar, V. (2014). Asymmetries in the effects of drivers of brand loyalty between early and late adopters and across technology generations. Journal of Interactive Marketing, 28(1), 26–42. https://doi.org/10.1016/j.intmar.2013.06.004

Leavy, P. & Thorne, S. E. 2014, Applied interpretive approaches. In The Oxford handbook of qualitative research. [Accessed 22 November 2020] doi: 10.1093/oxfordhb/9780199811755.013.002

Lee, H.-J., & Yun, Z.-S. (2014). Consumers' perceptions of organic food attributes and cognitive and affective attitudes as determinants of their purchase intentions toward organic food. Food Quality and Preference, 39(2015), 259–267. https://doi.org/10.1016/j.foodqual.2014.06.002

Lim, H., & Dubinsky, A. J. (2005). The theory of planned behavior in E-commerce: Making a case for interdependencies between salient beliefs. Psychology and Marketing, 22(10), 833–855. https://doi.org/10.1002/mar.20086

Liem Gai Sin, M. Bus and R. Purnamasari, "China e-commerce market analysis: Forecasting and profiling internet user," 2011 IEEE International Summer Conference of Asia Pacific Business Innovation and Technology Management, Dalian, 2011, pp. 79-82, doi: 10.1109/APBITM.2011.5996297.

Lincoln, YS. & Guba, EG. (1985). Naturalistic inquiry. Newbury Park, CA: Sage Publications.

Lu, J. (2014). Are personal innovativeness and social influence critical to continue with mobile commerce? Internet Research, 24(2), 134–159. https://doi.org/10.1108/IntR-05-2012-0100

Ma, H., Rae, A., Huang, J. and Rozelle, S., 2007. Enhancing productivity on suburban dairy farms in China. Agricultural Economics, [online] 37(1), pp.29-42. Available at: https://doi.org/10.1111/j.1574-0862.2007.00220.x

Machado, J. (2012a). Brand mergers: examining consumers' responses to name and logo design. … of Product & Brand …, 21(6), 418–427. https://doi.org/10.1108/10610421211264900

Machado, J. (2012b). Brand mergers: examining consumers' responses to name and logo design. … of Product & Brand …, 21(6), 418–427. https://doi.org/10.1108/10610421211264900

Matthews, H. S., Hendrickson, C. T., & Soh, D. L. (2001). Environmental and economic effects of e-commerce: A case study of book publishing and retail logistics. Transportation Research Record, 1763, 6–12. https://doi.org/10.3141/1763-02

Mattison Thompson, F., Newman, A., & Liu, M. (2014). The moderating effect of individual level collectivist values on brand loyalty. Journal of Business Research, 67(11), 2437–2446. https://doi.org/10.1016/j.jbusres.2014.02.011

Menon, R. G. V., Sigurdsson, V., Larsen, N. M., Fagerstrøm, A., & Foxall, G. R. (2016). Consumer attention to price in social commerce: Eye tracking patterns in retail clothing. Journal of Business Research, 69(11), 5008–5013. https://doi.org/10.1016/j.jbusres.2016.04.072

Mishra, A., Dash, S. B., & Cyr, D. (2014). Linking User Experience and Consumer based Brand Equity: The Moderating Role of Consumer Expertise and Lifestyle. Journal of Product & Brand Management, 23(4/5), 8. https://doi.org/10.1108/JPBM-12-2013-0459

Moussa, S. (2015). I may be a twin but I'm one of a kind. Qualitative Market Research: An International Journal, 18(1), 69–85. https://doi.org/10.1108/QMR-05-2013-0028

Nishitani, K., & Itoh, M. (2016). Product innovation in response to environmental standards and competitive advantage: A hedonic analysis of refrigerators in the Japanese retail market. Journal of Cleaner Production, 113, 873–883. https://doi.org/10.1016/j.jclepro.2015.11.032

Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods,* 16(1).

Nwankwo, S., Hamelin, N., & Khaled, M. (2014). Consumer values, motivation and purchase intention for luxury goods. Journal of Retailing and Consumer Services, 21(5), 735–744. https://doi.org/10.1016/j.jretconser.2014.05.003

Nyadzayo, M. W., & Khajehzadeh, S. (2016). The antecedents of customer loyalty: A moderated mediation model of customer relationship management quality and brand image. Journal of Retailing & Consumer Services, 30, 262–270. https://doi.org/10.1016/j.jretconser.2016.02.002

Orb, A., Eisenhauer, L., & Wynaden, D. (2001). *Ethics in Qualitative Research* [PDF]. Columbia: JOURNAL OF NURSING SCHOLARSHIP.

Pappu, R., Quester, P. G., & Cooksey, R. W. (2006). Consumer-based brand equity and country-of-origin relationships: Some empirical evidence. European Journal of Marketing, 40(5/6), 696–717. https://doi.org/10.1108/03090560610657903

Peng, L., & Liang, S. (2013). The effects of consumer perceived value on purchase intention in e-commerce platform: A time-limited promotion perspective. Proceedings of the International Conference on Electronic Business (ICEB), 56–64.

Pescher, C., Reichhart, P., & Spann, M. (2014). Consumer decision-making processes in mobile viral marketing campaigns. Journal of Interactive Marketing, 28(1), 43–54. https://doi.org/10.1016/j.intmar.2013.08.001

Petrakis, P. E., Kostis, P. C., & Valsamis, D. G. (2015). Innovation and competitiveness : Culture as a long-term strategic instrument during the European Great Recession ☆. Journal of Business Research, 68(7), 1436–1438. https://doi.org/10.1016/j.jbusres.2015.01.029

Pine, B.J., Pine, J. and Gilmore, J.H., 1999. The experience economy: work is theatre & every business a stage. Harvard Business Press.

Podoshen, J. S. (2006). Word of mouth, brand loyalty, acculturation and the American Jewish consumer. Journal of Consumer Marketing, 23(5), 266–282. https://doi.org/10.1108/07363760610681664

Power, D. J., & Sohal, A. S. (2002). Implementation and usage of electronic commerce in managing the supply chain: A comparative study of ten Australian companies. Benchmarking, 9(2), 190–208. https://doi.org/10.1108/14635770210421854

Randhawa, P., Calantone, R. J., & Voorhees, C. M. (2015). The pursuit of counterfeited luxury: An examination of the negative side effects of close consumer–brand connections. Journal of Business Research. http://doi.org/10.1016/j.jbusres.2015.02.022

Rahi, S. (2017). *Research Design and Methods: A Systematic Review of Research Paradigms, Sampling Issues and Instruments Development* [PDF].

Ramdas Lihitkar, S., Anilkumar Naidu, S., & S. Lihitkar, R. (2013). E-learning programmes in library and information science: worldwide initiatives and challenges for India. Library Hi Tech News, 30(9), 12–20. https://doi.org/10.1108/LHTN-04-2013-0018

Ren, H. (2010). Research on Brand Strategy of Dairy Enterprises. Retrieved from: https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CMFD&filename=2010062241.nh

Rocha, R., & Malta, P. (2018). The perception of health professionals of the information system of continuous care. Procedia Computer Science, 138, 286–293. https://doi.org/10.1016/j.procs.2018.10.041

Roy, R., & Chau, R. (2011). Consumer-based brand equity and status-seeking motivation for a global versus local brand. Asia Pacific Journal of Marketing and Logistics, 23(3), 270–284. https://doi.org/10.1108/13555851111143213

Rubio, N., Villaseñor, N., & Oubiña, J. (2014). Consumer identification with store brands: Differences between consumers according to their brand loyalty. BRQ Business Research Quarterly. https://doi.org/10.1016/j.brq.2014.03.004

Ryan, F., Coughlan, M., & Cronin, P. (2007). Step-by-step guide to critiquing research. Part 2: Qualitative research. *British journal of nursing*, 16(12), 738-744.

Sabzmakan, L., Morowatisharifabad, M. A., Mohammadi, E., Mazloomy-Mahmoodabad, S. S., Rabiei, K., Naseri, M. H., Shakibazadeh, E., & Mirzaei, M. (2014). Behavioral determinants of cardiovascular diseases risk factors: A qualitative directed content analysis. ARYA Atherosclerosis, 10(2), 71–81. http://www.ncbi.nlm.nih.gov/pubmed/25161674%0Ahttp://www.pubmedcentral.nih.gov/articlerender.fcgi?artid=PMC4144369

Salamandic, E., Alijosiene, S., & Gudonaviciene, R. (2014). Price Sensitivity Measurement Depending on Brand Awareness: A Case of Ziede Brand.

Procedia - Social and Behavioral Sciences, 156(April), 473–478. http://doi.org/10.1016/j.sbspro.2014.11.224

Schivinski, B., & Dabrowski, D. (2015). The impact of brand communication on brand equity through Facebook. Journal of Research in Interactive Marketing, 9(1), 31–53. https://doi.org/10.1108/JRIM-02-2014-0007

Schmidt, K. N., & Iyer, M. K. S. (2015). Online Behaviour of Social Media Participants' and Perception of Trust, Comparing Social Media Brand Community Groups and Associated Organized Marketing Strategies. Procedia - Social and Behavioral Sciences, 177(July 2014), 432–439. https://doi.org/10.1016/j.sbspro.2015.02.389

Seitz, V., Razzouk, N., & Wells, D. M. (2010a). The importance of brand equity on purchasing consumer durables: an analysis of home air-conditioning systems. Journal of Consumer Marketing, 27(3), 236–242. https://doi.org/10.1108/07363761011038301

Seitz, V., Razzouk, N., & Wells, D. M. (2010b). The importance of brand equity on purchasing consumer durables: an analysis of home air-conditioning systems. Journal of Consumer Marketing, 27(3), 236–242. https://doi.org/10.1108/07363761011038301

Severi, E., & Ling, K. C. (2013). The mediating effects of brand association, brand loyalty, brand image and perceived quality on brand equity. Asian Social Science, 9(3), 125–137. https://doi.org/10.5539/ass.v9n3p125

Shahbaz, M., Sbia, R., HAMDI, H., & Rehman, I. U. (2009). The Role of Information Communication Technology and Economic Growth in Recent Electricity Demand: Fresh Evidence from Combine Cointegration Approach in UAE. Munich Personal RePEc Archive, 15211.

Simmons, G., Thomas, B., & Truong, Y. (2010). Managing i-branding to create brand equity. European Journal of Marketing, 44(9/10), 1260–1285. https://doi.org/10.1108/03090561011062835

Singh, K. (2007) “Quantitative Social Research Methods” SAGE Publications, p.64

Singh, S., & Karn, B. (2012). “Right to Information Act” – a tool for good governance through ICT. Journal of Information, Communication and Ethics in Society, 10(4), 273–287. https://doi.org/10.1108/14779961211285890

Swimberghe, K. R., Astakhova, M., & Wooldridge, B. R. (2014). A new dualistic approach to brand passion: Harmonious and obsessive. Journal of Business Research, 67(12), 2657–2665. https://doi.org/10.1016/j.jbusres.2014.04.003

Tafesse, W. (2016). An experiential model of consumer engagement in social media. Journal of Product & Brand Management, 25(5), 424–434. http://doi.org/10.1108/JPBM-05-2015-0879

Terzi, N., 2011. The impact of e-commerce on international trade and employment. *Procedia - Social and Behavioral Sciences*, [online] 24, pp.745-753. Available at: https://doi.org/10.1016/j.sbspro.2011.09.010

The Economist. 2020. The Alibaba Phenomenon. [online] Available at: https://www.economist.com/news/leaders/21573981-chinas-e-commerce-giant-could-generate-enormous-wealthprovided-countrys-rulers-leave-it/

The impact of China's dairy production and sales volume and the condition of new coronary pneumonia on the dairy industry in 2020. (2020). Retrieved 8 December 2020, from https://www.chyxx.com/industry/202006/870592.html

Thorne, S., (2000). Evidence-Based Nursing. Data analysis in qualitative research. 3[3] 68-70. https://ebn.bmj.com/content/3/3/68.short

Uncles, M. M. D., Dowling, G. R., & Hammond, K. (2003). Customer loyalty and customer loyalty programs. Journal of Consumer Marketing, 20(4), 294–316. https://doi.org/10.1108/07363760310483676

Vaidya, Kishor; Sajeev, A. S. M.; Callender, Guy. (2006). Journal of Public Procurement. Critical factors that influence e-procurement implementation success in the public sector. [6’] 70-99.

https://www.emerald.com/insight/content/doi/10.1108/JOPP-06-01-02-2006-B004/full/html

Van Rensburg, D. J. (2012). Strategic brand venturing: the corporation as entrepreneur. Journal of Business Strategy, 33(3), 4–12. https://doi.org/10.1108/02756661211224951

Wang Dongjie, Dong Xiaoxia, Zhang Yumei, Zhang Yongen, & Li Zhemin. (2016). Analysis of China's dairy product market during the 12th Five Year Plan period and its prospect for the next 10 years. *China Journal of animal husbandry*.

Wang, Dong & Parton, Kevin A., 2007. "Forecasting dairy herd development in China," 2007 Conference (51st), February 13-16, 2007, Queenstown, New Zealand 10115, Australian Agricultural and Resource Economics Society.

Winzar, H., Baumann, C., & Chu, W. (2018). *Brand competitiveness*. International Journal Of Contemporary Hospitality Management, 30(1), 637-660. doi: 10.1108/ijchm-11-2016-0619

Wirtz J., Ambtman A.D, Bloemer J., H. C. & et. al. (2013). Managing brands and customer engagement in online brand communities. Journal of Service Management, Vol 24(No 3), 223–244. https://doi.org/10.1108/09564231311326978

Wu, P., & Lin, C. (2016). Technological Forecasting & Social Change Learning to foresee the effects of social identity complexity and need for social approval on technology brand loyalty ☆. Technological Forecasting & Social Change, 111, 188–197. https://doi.org/10.1016/j.techfore.2016.06.028

Xianglian, C., & Hua, L. (2013). Research on e-Commerce Logistics System Informationization in Chain. Procedia - Social and Behavioral Sciences, 96(Cictp), 838–843. https://doi.org/10.1016/j.sbspro.2013.08.095

Xiao, N., & Hwan (Mark) Lee, S. (2014a). Brand identity fit in co-branding. European Journal of Marketing, 48(7/8), 1239–1254. https://doi.org/10.1108/EJM-02-2012-0075

Xiao, N., & Hwan (Mark) Lee, S. (2014b). Brand identity fit in co-branding. European Journal of Marketing, 48(7/8), 1239–1254. https://doi.org/10.1108/EJM-02-2012-0075

Xie, C. (2012). The impact of reputation and perceived organizational identity on employer brand attractiveness. https://doi.org/10.1108/MIP-03-2014-0051

Xu, J. B., & Chan, A. (2010). A conceptual framework of hotel experience and customer-based brand equity: Some research questions and implications. International Journal of Contemporary Hospitality Management, 22(2), 174–193. https://doi.org/10.1108/09596111011018179

Yang, R., Ramsaran, R., & Wibowo, S. (2017). An investigation into the perceptions of Chinese consumers towards the country-of-origin of dairy products. Retrieved from: https://onlinelibrary-wiley-com.proxy.library.ju.se/doi/full/10.1111/ijcs.12403

Yang Yang. (2019). Jingdong report: Chinese brand consumption has become a new trend. *Chinese famous brands* (6), 44-46.

Yin, R. (1984/1989), 'Case Study Research, Design and Methods', Beverly Hills, CA, Sage.

Yin, R. (2018). *Case Study Research and Applications* (6th ed.).

Yu, Y., Wang, X., Zhong, R. Y., & Huang, G. Q. (2017). E-commerce logistics in supply chain management Implementations and future perspective in furniture industry.

Zhang, Yan; Wildemuth, Barbara M. (2005). Qualitative Analysis of Content by. https://ischool.utexas.edu/~yanz/content_analysis.pdf

Zhu, L. (2016). Research on Brand Strategy of Chinese Dairy Products Enterprises. Retrieved from: www.cnki.com.cn/Article/CJFDTotal-QYGG201624081.htm

9. Appendix

9.1 Interview Questions

1. What is the current situation of the business in the dairy industry?
2. How the dairy industry implements e-commerce in its business model?
3. In your opinion, what do the major implication or development emerge after the implication of e-commerce in the dairy industry?
4. How previously, the dairy industry develops its brand identity, and what are the major needs that emerged with time?
5. Can you please elaborate on the change in consumer behavior which leads to an increase in the need for e-commerce in the industry?
6. How the attitude and subjective norms of the local customer lead to an increase in the need for the enhancement of the brand identity in the dairy industry?
7. Equity and knowledge of the customer are very important to increase brand identity. Can you please elaborate on what are the major elements that are essential to determine the knowledge of the brand among customers?
8. Did you agree that the development of the brand identity and the implication of the e-commerce increase the brand loyalty of the customer?
9. The element of the "Customer-Based brand equity" includes Brand Awareness, Brand Association, Purchase Quality, and Brand Loyalty. What is your opinion about their importance to increase brand identity?
10. There are many brands offered in the dairy industry and competition is very high. Are you agree with the fact that the implication of e-commerce in your company increases your competitive advantage?
11. Recently, the implication of Alibaba for the digitalization in your company is very significant. What kind of changes has been governed in your company and what is their impact on the development of the brand identity?
12. How you measure consumer purchase behavior after the implication of e-commerce. Did it make difference in recent sales of the company?
13. In your opinion, what are the major steps that must be taken by the company to increase the effectiveness of e-commerce in the business model?