

THE STRATEGY OF USING FOREIGN IDOLS TO MAKE K-POP ENTERTAINMENT
COMPANIES SUCCESS IN GLOBAL MARKET: THE CASE STUDY OF THAI K-POP IDOLS



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ศึกษากลยุทธ์การใช้ศิลปินต่างชาติในการสร้างความสำเร็จของบริษัทบันเทิง K-POP ในตลาดโลก:
กรณีศึกษาศิลปิน K-POP คนไทย



วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต
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 USING FOREIGN IDOLS TO MAKE K-POP ENTERTAINMENT COMPANIES
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งานวิจัยนี้ศึกษาเกี่ยวกับกลยุทธ์การใช้ศิลปินชาวต่างชาติในการสร้างความสำเร็จของบริษัท
 บันเทิง KPOP ในตลาดโลก งานวิจัยนี้ใช้วิธีการวิจัยเชิงคุณภาพเป็นหลัก โดยการวิเคราะห์ข้อมูลจากการ
 สัมภาษณ์เชิงลึกแฟนคลับศิลปิน K-POP คนไทย คนที่ไม่ได้เป็นแฟนคลับ และคนที่ไม่ชอบศิลปิน K-POP
 คนไทยทั้งในประเทศไทย และต่างประเทศ ร่วมกับการศึกษาจากเอกสารงานวิจัยต่างๆที่เกี่ยวข้อง อีกทั้ง
 งานวิจัยนี้ยังได้มีการนำ the generalized double diamond model ของ Chang Moon มาเป็น
 เครื่องมือวิเคราะห์กลยุทธ์ของบริษัทบันเทิง K-POP

ผลการวิจัยพบว่ามีกลยุทธ์ และปัจจัยที่ใช้ศิลปิน K-POP ต่างชาติในการตีตลาดต่างประเทศ
 ได้แก่ (1) ระบบการผลิตศิลปิน K-POP รูปลักษณ์ และลักษณะพิเศษของศิลปิน K-POP (2) กลยุทธ์การ
 ใช้ศิลปินคนไทย และกลยุทธ์ Social Network (3) ทักษะติดต่อผลงาน และขนาดของตลาด (4) อุตสาหกรรม
 โทรทัศน์เกาหลี และอุตสาหกรรมวิดีโอสตรีมมิ่ง ทั้ง4องค์ประกอบนี้ต่างมีความเกี่ยวข้องซึ่งกันและกัน
 แต่ละปัจจัยช่วยสนับสนุนให้กลยุทธ์ด้านต่างๆมีประสิทธิภาพในการตีตลาดประเทศมากยิ่งขึ้นผลจากการ
 สัมภาษณ์กลุ่มคนทั้ง 3 กลุ่มที่มาจากหลายประเทศ แสดงให้เห็นว่าแฟนคลับส่วนใหญ่ให้การยอมรับ
 ศิลปิน K-POP คนไทย เพราะมีรูปร่างหน้าตาที่ดี และความสามารถที่โดดเด่น ซึ่งตรงกับรสนิยมความชอบ
 ของแฟนคลับในหลายๆประเทศ ต่อมาก็คือการใช้ศิลปิน K-POP คนไทยในการสร้างสรรค์ผลงานใหม่ๆ ที่
 ช่วยดึงดูดความสนใจ และสร้างความประทับใจจากผู้ชม นอกจากนี้ทั้งแฟนคลับคนไทย และ ต่างประเทศ
 ต่างก็มีความคิดเห็นตรงกันว่าคนที่มีความสามารถของคนไทยในวงนั้นช่วยค่ายเพลงตีตลาดต่างประเทศได้ง่ายขึ้น
 และได้รับกระแสตอบรับที่ดีจากตลาด K-POP ในหลายๆประเทศ โดยเฉพาะประเทศไทย

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Sida Smarnmit : THE STRATEGY OF USING FOREIGN IDOLS TO MAKE K-POP ENTERTAINMENT COMPANIES SUCCESS IN GLOBAL MARKET: THE CASE STUDY OF THAI K-POP IDOLS. Advisor: Assoc. Prof. Piti Srisangnam, Ph.D. Co-advisor: KAMON BUTSABAN, Ph.D.

This study explores the strategy of using foreign idols to makes K-POP entertainment companies successful in the global market. This research is qualitative research and analysis of people's perspectives from the interview of three groups of people and related research documents. In addition, this research used the generalized double diamond model by Chang Moon to analyze K-POP entertainment company's strategies.

The results of study on the strategy of using foreign idols to make K-POP entertainment companies success in global market were (1) K-pop idol production system, appearance, and characteristic. (2) Thai K-pop idol production strategy and Social Network Strategy (3) Content perspective and Market Size. (4) Korean Television Industries and Video Streaming Industries. All four components are related to each other, and each factor supports company's strategies to be more effective to hit the global market. The interview of three groups of people from Thailand and other countries showed that most fans accepted Thai K-POP, because they have a good appearance and outstanding abilities that match the tastes preferences of fans in many countries. Also, using Thai K-pop idols to make new creative works helped to impress audiences. Lastly, both Thai fans and foreign fans have the same opinion that having a Thai member in the group helped K-pop entertainment companies hitting the foreign market more easily, and received good feedback in many countries, especially Thailand.

Field of Study: Korean Studies

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CHAPTER I

INTRODUCTION

1.1 Background

The Korean Wave (Korean: **한류**; Hanja: **韓流**, literally meaning "wave/flow of Korea") is the term which describes the export of Korean culture, e.g., movies, music, cosmetics, and fashion all over Asia. Hallyu 1.0 period (1995-2005) started with Korean drama exports in the late 1990s. South Korean TV broadcast's films and music began to be exported abroad in the early 1990s, but they could not gain much popularity. South Korean TV dramas entered the Chinese market in 1993. The drama named "What is Love" received 4.2 rating, which is much higher than the typical Chinese broadcast. In 2005, the Korean drama "Daejanggum" received the highest rating in 12 of the largest cities in China.

Japan is also a big market for the Korean entertainment industry. Korean wave in Japan appeared with the Korean drama "Winter Sonata" which was aired on the NHK channel in 2003. Bae Young Jun became a national star and a famous actor in Japan. "Winter Sonata" was not a huge success, but Bae Young Jun has changed Japanese women's perspectives toward Korean guy that they were gentle, polite, and handsome. Some of Bae Young Jun's Japanese fans have spent a lot of money to purchase his CDs or any products that has his name on it (Kozhakhmetova, 2012).

First K-pop idol that become success in Hallyu 1.0 period is “Rain”. He has become one of the most famous idols in Asia in 2002. His concert was held in Beijing on October 2005 with around 40,000 of audiences. In Japan, a singer from SM Entertainment named “BoA” debuted Japanese album and ranked no.1 in the Oricon weekly chart which similar to Billboard in America.

The next wave of Hallyu 2.0 (Neo Hallyu) is K-pop. K-pop become a phenomenon and received great abroad popularity during this period. K-pop is a musical genre that consists of various genres such as electronic, hip-hop, rock, and R&B. In the Korean War period, South Korea was influenced by western culture especially from American and European. There are many factors that make K-pop being enjoyed and recognized around the world. First, a creativity of using color and costume in music video or stage performance. Second, a perfectly synchronized dance routines. K-pop idols received many years of training session that make them able to sing and dance simultaneously. Last, multilingual skill in songs and communication that make K-pop idols reach more fans in foreign countries. For example, the song that EXO released in Korean is translated into other languages, such as Chinese and Japanese. All of this factors are strength of K-pop idols that makes them stand out from other country’s idols.

During this period, many K-pop idol groups such as Girls’ Generation, SHINee, 2PM, Big Bang were very popular in Asia, North American and Europe. Besides on-site

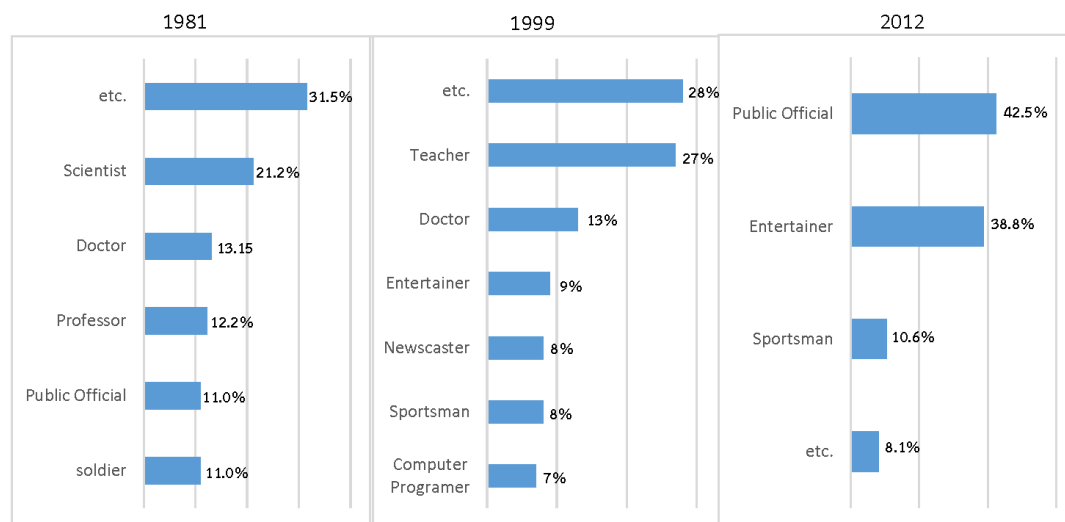
performance, Youtube has become one of the video-sharing platform which people around the world can access to K-pop contents.

Hallyu 2.0 was developed into Hallyu 3.0 to expand Korean culture around the world by SNS. Since early 2010, Hallyu has not been limited to only Korean dramas or K-pop, but also included all genres of Korean culture, such as games, e-sport, Webtoon (a digital comic that originated in South Korea). During this period, SNS became an essential tool to spread out Korean wave beyond South Korea. People can access to dramas, music shows or TV varieties through their smartphone, and share on their personal SNS accounts.

1.2 The influence of K-pop around the world

Nowadays, Korean teenagers have a good perspective towards the image of K-pop idols. Base on the surveys in 1981, the future goal of primary school children was to be scientists, doctors, professors, or civil servants. Nobody wanted to be a singer or artist, but in 1999, the children's dream career tended to change into entertainment career. According to a survey of the 100 elementary school's children in 2012, the entertainment career came in second place with a percentage of 38.8% (Oh & Park, 2013).

Figure 1 Future Goals of Elementary School Students



Sources: Maeil Business Newspaper (1981), sample size 3,800 students; Hankyoreh (1999), sample size 100 students; SBS (2012), sample size 1,000 students.

Firstly, many Korean idols debuted in Japan, such as Girls Generation, KARA, SHINee, 2PM. Later, Korean entertainment companies tried to hit the Japanese market by adding Japanese members in groups such as Yuta from NCT127 and Momo, Sana, and Mina from TWICE. In 2018, there was a reality television competition program "PRODUCE48", which collaborated between M-NET and AKB48's producer Yasushi Akimoto from Japan. After that, many Japanese teenagers are more interested in K-POP because of Japanese members in the group. According to the NHK television program, they interviewed Japanese teenagers about perspectives toward the idol group "TWICE," which has 3 Japanese members. One of the Japanese teenagers has dreams of becoming a Korean idol, and one of the Japanese trainees

from Cube Entertainment said "I always practice hard because I want to be a bridge that can connect between Japan and South Korea." (NHK News Ohayou Nihon, 2017).

The success of Hallyu 4.0 influences the behavior of fans. K-pop fans around the world love and imitate the identity of their favorite K-pop idols. They are interested in idol's lifestyle, such as foods, cosmetics, and clothing. K-pop has changed trends in foreign countries, such as the changing of Indonesian music between before and after the coming of Korean wave phenomenon. Music trends in Indonesian changed from a rock band to an idol group like K-pop. In the case of Thailand, Thai music also tended to change music more like K-pop songs, after Nichkhun from 2PM became popular (Badeges, 2017).

Since 2008, many K-pop entertainment companies have held auditions in Thailand in order to find young Thai people to be trainees. Currently, there are 4 largest K-pop entertainment companies, which have Thai K-pop idols. In the case of the Chinese market, having a Chinese member in the group is not only attracts the Chinese market, but also can solves the problem of communicating with the fans, helps other members in the group understand Chinese culture and makes fan base in China (Chen, 2014). It is the same as the case of Thai K-pop idols who have many activities in Thailand. They received more attention from Thai people and helped to make a more fan base in Thailand.

Nichkhun is the first Thai person who debuted in 2008, and he is recognized as a model of foreign K-pop idols. Nichkhun has a great track record as a singer, host in Korean TV program and variety, and he become a role-model for many Thai teenagers who want to be a K-pop idol. Later, more Thai people are debuted as a K-pop, such as BamBam, Got7, Lisa Blackpink Sorn, CLC, Ten NCT and Minnie (G)-i-dle (Kim, 2017). Nowadays, Thai K-pop idols are not only performing on stage, but they also have other works in acting, MC, variety's guest, product's presenter. In addition, they become one of the strategies of the companies that have been using to hit the international market.

1.3 Thai K-pop idol's profile

Nichkhun – 2PM (Debut in 2008 September)

Nichkhun was born on June 24, 1988, in Rancho Cucamonga, California, USA. He is the 2nd child of four children in the family. He has one older brother and two younger sisters. He has instrument skills in playing the piano and guitar. Also, he can speak in five languages, which are Thai, English, Korean, Japanese, and Chinese. In 2005, while he studying in America, his Korean friend invited him to the Korean Music Festival in Los Angeles. That day JYP entertainment was looking for someone to join an audition. A JYP staff invited him but he declined an invitation. After he has known

that a famous K-pop idol "Rain" was in JYP, he decided to attend an audition. Finally, he was the first Thai person and the only one in that round who passed the audition from attendees in 11 countries around the world (Trueplookpanya, 2018).

Bambam - Got7

Bambam Kunpimook Bhuwakul was born on May 2, 1997. He is the third son of the family. He has two older brothers and one younger sister. He is the second Thai K-pop idol from JYP Entertainment. He won the 1st place in a "Rain Cover Dance" competition in Thailand, and won the 2nd place in "LG Entertainer" in 2011. He had many advertising works and had the opportunity to get a role in Hong Kong movie named "Fairy Tale Killer" in 2012. He was trained at JYP for three and a half years before debuting as one of seven members of GOT7 on January 2014. Because of multinational members, they are very popular in global and held world tour concerts around the world (Trueplookpanya, 2018).

Sorn – CLC

Sorn Chonnasorn Sajakul was born on November 18, 1996. She is the daughter of a famous former politician Wanasthana Sajakul or Big Hoi and she has four siblings. In 2011, Sorn participated in the competition on K-pop Star Hunt Season 1, which broadcasted on TvN Channel. She was one of the two representatives from Thailand who joined the final contest in South Korea. Then, she won the competition and signed a three-year contract trainee in CUBE entertainment. After being trained for three years, she debuted as one of CLC members on March 19, 2015 and she is the first Thai K-pop idol in CUBE Entertainment. In 2018, she has a chance to work with the Ministry of Foreign Affairs on the 60th anniversary of the establishment of diplomatic relations between Thailand and the Republic of Korea as a Thai youth who has built a reputation in foreign countries. In addition, she still has the opportunity to come back and join the television program in Thailand many times (Wikipedia, 2020).

Ten – NCT U/WayV/SuperM

Chittaphon Leechaiyapornkul or Ten was born February 27, 1996. He is the first Thai K-pop idol in S.M. Entertainment and well known as a member of NCT. He is currently in the 4th unit of NCT name "WayV." Ten debuted again with a new project of SM under the name "SuperM" on October 4, 2019, which consists of Taemin from

SHINEE, Kai and Baekhyun from EXO, Taeyong and Mark from NCT 127, Ten and Lucas from WayV. Lee Su-Man officially debuted SuperM in the United States on October 2019, with the song “Jopping” which reached nearly ten million views within the first 24 hours. Ten has served as main dancer, sub-rapper, sub-vocalist, and has gained more popularity from this debuting. He and SuperM members performed live mini concert at the Capitol Records Tower in Hollywood, California, United States on Saturday, October 5, 2019, after releasing music video (Wikipedia, 2020).

Lisa – Blackpink

Lalisa Manobal was born on March 27, 1997. She became interested in K-pop since childhood. Lisa was interested in dancing since being an elementary school student and able to dance B-boy with freeze technique and Thai traditional. In addition, she has studied singing with Praphatson Thiamprasert, the winner of T.V. Gold awards and Supapan Phakonkun, the singing trainer for True Academy Fantasia. She attended the “To Be Number One” dance program, and she was a member of We Zaa Cool, a dancer team of 11 members that competed on the show "LG entertainer". Later in 2010, Y.G. Entertainment came to hold an audition in Thailand for the first time. From about four thousand applicants, Lisa is the only one who passed the audition and became a trainee of YG entertainment. After over five years of training, Lisa debuted as one of the Blackpink members and she is the first foreign idol in YG

Entertainment. In 2018. Lisa was chosen as the person of the Year by The Standard. Now, Lisa became a famous Thai K-pop idol with over 29 million personal followers on Instagram (Wikipedia, 2020).

Minnie – (G)I-DLE

Nicha Yontarak was born on October 23, 1997, commonly known by the nickname “Minnie”. She is well-known as a member of (G)I-DLE, which debuted in May 2018 under Cube Entertainment. Minnie has been playing the piano since age five and studied singing since the age of seven. She has studied music and singing at the GMM Grammy, and studied in China for four years. In September 2014, she participated in Cube Audition in Thailand and moved to Korea in 2015. In October 2019, (G)I-DLE participated in a competition on M-NET TV program called “Queendom”. On the first show, she put the Thai lyrics in the beginning of song, and she got good feedbacks from viewers in both South Korea and Thailand (Wikipedia, 2020).

1.4 The scope of study

This research article focus on the main points as follows: (1) 6 Thai K-pop idols in the K-pop entertainment companies S.M., YG, JYP, and CUBE, which are the largest K-pop entertainment companies (2) The strategy of using foreign K-pop idols that make

K-pop entertainment companies success in the global market from 2008 – 2020.

(3) This research interviewed three groups of people, consisting of people from the major K-pop markets: South Korea, Thailand, and China. (4) The study of various factors that satisfy K-pop fans (5) feedbacks from fans and the general public's perspectives on Youtube. (6) Utilization of using Thai K-pop strategy. For example, Lisa Blackpink is invited to attend fashion show "Celine spring/summer 2020 collection" in France, or Nichkhun received the leading actor role in the Chinese drama "Shall we fall in love" in December 2018.

1.5 Research questions

K-pop entertainment companies debuted some foreign K-pop idol from China and Japan, but in 2008, they started to debut a Thai K-pop idol. It is interesting, because Thailand is not developed country like China or Japan. At first, they seemed to focus on using Thai K-pop idols to hit the Thai market, but later they started using Thai K-pop idols to hit foreign markets such as China and Japan. Presently, there are both Thai fans, and international fans became a K-pop lover because of Thai K-pop idols. Hence, it brings into two research questions as follows:

1. What are the strategies of K-pop entertainment companies using foreign K-pop to be success in the global market?
2. How the strategy of using foreign idols make fans satisfied?

1.6 Research hypothesis

1. Before debuting, Korean entertainment companies have a good preparation system and a well-planned strategy. In addition, they know how to utilize the use of social network to create new creative contents that fit the customer's needs.
2. Appearance is the most important factor that make fans satisfied. Most people always consider the appearance of idols, and then they will consider the abilities. Also, style and characteristics that the companies specified for each member can attract new target of customers and attract the attention from K-pop fans.

1.7 Research objective

1. To analyze the strategy of using Thai K-pop idols that make Korean entertainment companies success in the global market.

2. To analyze the factors that Korean fans and international fans satisfied with Thai K-pop idols.



CHAPTER II

LITERATURE REVIEW

This chapter presents information and related research about strategies of K-pop entertainment. The literature review will be divided into two parts as follows:

Part 1 is the review of previous research that related to the strategy of K-pop entertainment companies from the past until now.

Part 2 is the review of research on various factors that make K-pop successful in the academic perspectives and factors from the fan's perspectives.

2.1 Strategies of K-pop entertainment companies

Lie (as cited in Oh & Lee, 2014) has claimed that from 1950-1980 of the Korean music industry, Lee Mi-Ja and Cho Yong-Pil were famous singers in the Kayo period. Both were singers who produced music and performed more than 1,000 songs in front of the Korean and Japanese audiences. Na Hun-A and Nam Jin are also famous singers in this period. The music of this period has brought Western music to South Korea such as rock, rhythm, blue, and jazz. Also, there was a singer "Namjin", who mimicked the music and choreography of Elvis Presley. During 1950-1980, the dictatorial military government censored and banned many pop songs because the melody sounded too similar to Japanese music, or too influenced by the West.

Although Kayo faced copyright infringement and censorship from the government, the Kayo business had to rely on TV programs, newspapers, and radio DJs for their airtime (Oh and Lee, 2014). It can say that the music business in Korea at this period had many obstacles and can only be done domestically.

Iwabushi (as cited in Park, 2013) has claimed that K-pop is a derivative from J-pop or Japanese popular culture. However, Park (2013) has argued that K-pop is unique in terms of how K-pop offers a unique character from global labor system, which leads to the creative production system of Korea, and promotes the creation of popular music and music performance.

Oh (2014) argued that those arguments could not explain the reason why Taiwanese popular culture is not as famous as K-pop in over the world, because they presume that K-pop is same as Chinese or Japanese pop music. The influence of K-pop around the world is not the result of the mixed culture that Korea imported from China or Japan in any way.

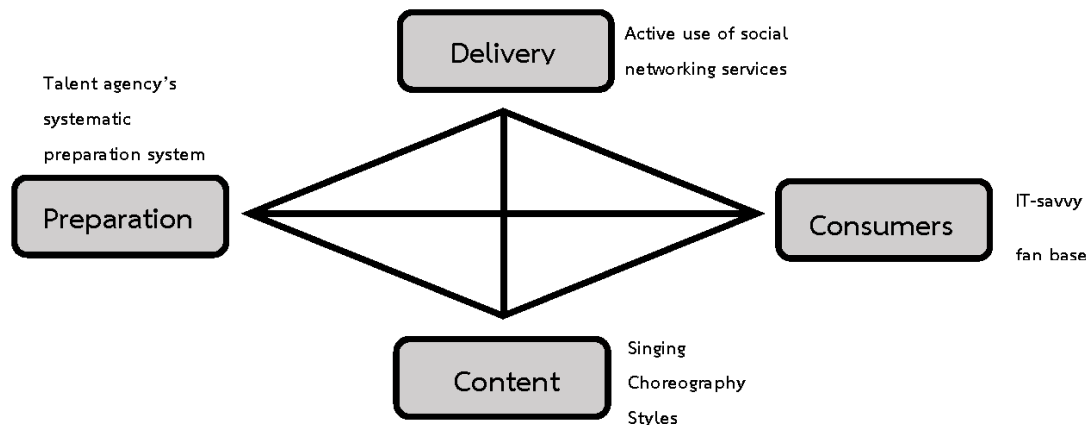
K-pop began in the mid-1990s with the coming of young singers. South Korea's first boy band is Sobangcha. However, the legendary Korean band is Seo Taiji and Boys, which made the world of Kayo changed permanently. Many people call them the dance music master. Seo Taiji and Boys offered a variety of music, such as hip-hop, electronic music, and reggae, which people was not familiar with this kind of music at the beginning but later, the demand for Korean pop music increased and

made Seo Taiji and Boys become successful in Japan. Japanese people began to accept Korean music. After that, other K-pop entertainment companies also tried to produce music with various genres of western music, for example, rhythm, blue, jazz, rock, and modern folk etc. (Oh and Lee, 2014).

Later, in the late 1990s, music television channels such as Channel V helped building a fan base in Asia. H.O.T. ranked in the pop music charts both in China and Taiwan in 1998. Furthermore, they successfully held a concert in Beijing on February 2000. Later, many K-pop artists have also held concerts in China, e.g., Ahn Jae-Wook, NRG, Shinhwa, and baby V.O.X.

Seo Minsoo (2012) mentioned about the success of K-pop entertainment companies adopted a four-point “cultural diamond” model. In the “cultural diamond” model, there are four factors to make K-pop entertainment success which include preparation, delivery, consumers, and content.

Figure 2 K-pop success diamond model



Source: Requoted from Min-soo Seo (2012) p.10

The first strategy is the preparation system which different from American or Western music companies. K-pop entertainment companies prepared idol groups as the “final products.” They use this strategy since a popular idol group H.O.T period up until now which can hit both local and global market. Also, they have recruited many foreign trainees and foreign music producers. (Pratamasari, 2016).

SM Entertainment was credited for originating this system, and then other entertainment companies also adopted a similar strategy to produce their idols. The methods of trainee recruitment are scouting on the street, holding a competition TV program or an audition. Audition is the most common method to find young talents. SM hold an audition twice a year in South Korea, and once a year in Asia and US.

Besides SM entertainment, other K-pop entertainment companies also actively hold global auditions to recruit foreign trainee nowadays.

During 2000-2005, SM focused on Japanese and Chinese market. After releasing Japanese album of BoA, TVXQ (Tohoshinki) also released a Japanese album and become a successful in Japan. After that, SM always releases albums in the same language as foreign market's language e.g., Chinese, Japanese, and English (Shim, 2006).

SM Entertainment is the first company that started adding foreign members in the group. In 2005, a boy group "Super Junior" was debuted, which include a Chinese member "Han Geng". Although it was just a trial on the Chinese market, SM received a good feedback, and China become an important international market for SM. In 2009, a girl group f(x) was debuted with a Chinese member "Victoria" (Song Qian) and a Korean-American member "Krystal Jung". Later, SM debuted a new boy group named "EXO" in 2012, which had four Chinese members, and divided into EXO-K and EXO-M, in which M stands for Mandarin. They have released EXO's songs in Korean and Chinese languages (Chen, Cheung, Lin, Wang and Xu , 2014)

Then, JYP Entertainment also debuted a girl group “Miss A” with two Chinese members “Fei and Jia”, and a boy group “2PM” with a Thai member “Nichkhun” (Shin and Kim, 2013). In 2008, Nichkhun was debuted as a member of 2PM under JYP Entertainment, and He is the first K-pop idol from developing countries (Kim, 2017).

After Nichkhun was debuted, K-pop entertainment companies tend to debut more Thai, e.g., BamBam, Got7 and Lisa Blackpink. Lisa is the first foreigner idol under YG Entertainment, and she received many attention from a social network (Butsaban, 2020). Many companies have adopted the strategy of using foreign idols. For instance, Cube entertainment company debuted (G)-I-dle (여자 아이들, a girl group consisting of two foreign members (Wikipedia, 2020). Besides, there is a popular boy group from SM Entertainment called NCT, which stands for "Neo Culture Technology". It is a term to show that this group could have an unlimited amount of members. NCT is divided into five units, which includes NCT 127, NCT Dream, NCT 2018, WayV (NCT China), and each unit has different concepts. NCT members consist of members from various nationalities: Japanese, American, Thai, and Chinese (snackfever, 2019).

Since 2009, many audition program has been broadcasted. CJ Entertainment broadcasted their first audition program called “Super Star K1” on M-net channel (Oh and Lee, 2014). In 2015, JYP created a reality show called "Sixteen" in order to create a new girl group called "Twice" by selecting 16 trainees to compete in the reality

show (Le, 2018). One of 16 trainees, was a 15 years old girl named “Natty Anatchaya” but she was not selected to debut at that time.

Annisa Pratamasari (Pratamasari, 2016) and Jennifer M. Kang (Kang, 2017) mentioned that training programs consist not only singing and dancing classes but also other classes, such as rapping, musical instruments and foreign languages in order to hit the global market. BoA was debuted in 2000. She was trained to speak Japanese fluently, and released Japanese albums to hit Japan market. Many trainees were trained at a young age for many years. They also have a weekly evaluations to see their progress (Shin and Kim, 2013).

Park Gil-Sung (Park, 2013) argued that K-pop is still successful until now because of K-pop production system, which is in the middle between Japan and the US. The U.S. music industry focuses on creating long-selling songs and stay on the charts for a longer time than the Japanese music industry, while Japan has a fast-selling music strategy. K-pop entertainment companies have developed an active music market by combining the strategy between America and Japan that is as stable as the U.S., but K-pop entertainment companies show more creative works in the music industry than the U.S.

The theory of K-pop’s globalization strategy proposed by Prof. Oh In-Gyu supports Seo Minsoo’s K-pop Success Diamond Model as follows:

Table 1 K-pop's G-L-G' Process

	Global	Local	Global
Input Process	European, American, Japanese composers	Competing local composers	Competing non-European, non-American, non-Japanese composers
Manufacturing Process	Competing European, American, Japanese entertainment co.'s & choreographers	Education & Training Choreography Musical variation Refining	Competing Chinese, Latin America, Middle Eastern, African, Southeast Asian entertainment co.'s
Distribution Process	Competing regional distributors	Competing local distributors	Japanese, European, American distributors

Source: Requoted from Ingyu Oh (2014) p. 403

The figure above is a K-pop production process called “G-L-G”. South Korean largest companies use this process to create idols group which consists of input process, manufacturing process, and distribution process. The first G represents “Globally” that focuses on collaborating with European or American composers to do new creative works. The second L represents “Local”, which focuses on education and training such as singing, dancing, languages, and there are many foreign trainees from Japanese, Chinese, and Southeast Asia in K-pop entertainment companies nowadays. The last G also represents “Globally”, which explained how K-pop was distributed contents to the global by foreign distributors such as Youtube and iTunes. For instance, EXO is the top 10 on the iTunes music charts, and ranked no.1 album sales in Hong Kong, Macau, and Thailand, No. 2 in Vietnam and No. 3 in

Indonesia, Japan, Singapore, Taiwan and top 10 best-selling albums in the European countries (Chew, 2018).

Many scholars argued that Social Network is an essential tool to make K-pop phenomenon around the world, especially Youtube that everyone can watch for free, and required only an internet. People can watch movies, variety shows, K-pop music videos in anywhere and anytime on Youtube. Other social networks are also an effective method for K-pop entertainment companies to deliver the contents to people around the world, they use Facebook or Instagram as well as the official website to update artist's information and advertise the contents. Also, streaming applications like Youtube, Spotify, and Apple music are great digital platforms for contents delivery (Le, 2018).

Shin and Kim (2013) (Shin & Kim, 2013) also mentioned that people around the world can access to K-pop contents, because of technological, especially the internet. People's demand can be realized in real-time through the number or views on Youtube, iTune download charts or twitter sharing.

Seo (2012) described the consumer behavior that they like to use SNS and IT device. They are enjoy sharing opinions and make their own K-pop-inspired contents which lead to a new trend around the world. For example, there are many Thai people made homemade videos like dance covers or song covers and then uploaded to the social media. Nowadays, K-pop entertainment companies use their

idols to persuade fans around the world to imitate their dancing and upload it on a social network.

Parc, Messerlin and Moon (2016) adopted Diamond model (also known as the Theory of National Competitive Advantage of Industries) by Michael Porter (1990), and further extended by Moon, Rugman, and Verbeke (1998) to explain the competitiveness of K-pop. The diamond model is a diamond-shaped framework that focuses on explaining why certain industries within a particular nation are competitive internationally. Definition of four interrelated components are as follows:

Factor condition is the nation's position in terms of production factors such as skilled labor or infrastructure. In some countries refer to the natural, capital and human resources available.

Firm Strategy, Structure and Rivalry refer to the basic fact that competition leads to businesses finding ways to increase production and to the development of technological innovations. It shows how companies are created, organized and managed.

Demand Conditions refer to the size and perspective of the customer on products or services, which can drive innovation and product improvement.

Related and supporting industries are the presence or absence in the nation of supplier and related industries that are internationally competitive (Porter, 1990).

Moon et al. (1998) argued that Porter's diamond model is a good tool for analyzing important factors of global competitiveness, but his original diamond model is incomplete, because he did not adequately incorporate multinational activities. Therefore, he used the generalized double diamond model that led to two important extensions to Porter's original model. First, the new model clearly incorporates multinational activities, whereas Porter's original diamond considers the impact of home-based activities. Second, the new model is more easily to operate the competitiveness paradigm.

Parc et al. (2017) applied the generalized double diamond model to analyze the competitiveness of K-pop as follows;

Factor conditions – K-pop is the strong visual elements which based on group-dancing with distinguishable outfits. Every member have their specialties such as dancing, singing, rapping, and singing in English. An individual member has different talents within the group's performance. Through intensive training, K-pop idol group's performance can be accepted and achieved by audiences around the world.

Firm Strategy, Structure and Rivalry – Since 1990s, K-pop entertainment companies have cooperated with foreign music producers and musicians in order to enhance the music of K-pop. They began to hire Korean-American who can speak and sing in

English. Then, K-pop become more popular in foreign countries, they contracted other young talents from foreign countries, such as Japan, China, Thailand and the United State to aim for a specific target market.

Demand conditions – K-pop exports represent 50% of the whole of Korean music scales and the influx of foreign influence has improve the size and diversity of Korean music market as well.

Related and supporting industries – Social Network Service (SNS) have become one of the most influential tools to disseminate information. K-pop entertainment companies utilize SNS to promote K-pop Content.

2.2 The Success factor of K-pop idols

Oh & Lee (2014) mentioned four factors that made the global success of K-pop in the 21st century. First, the Korean singer has a distinctive physique. Second, the political democratization of South Korea has lifted censorship or bans on both Korean and Western popular culture, including the free importation of Japanese popular culture. Third is technological advancement, which allows fans from over the world to enjoy global contents. Fourth is advancement of the capitalist economy that has opened up Chinese, Indian, Latin American, and Southeast Asian markets

and many scholars discussed the factors that make K-pop idols successful from general factors and fan's perspectives as follows:

Face, shape, and image of idols

When comparing Korean society to other country's societies, Korean people pay more attention to their appearance, and they are fascinated by beauty. Korean people are trying to enhance beauty through various methods, such as using luxury goods, cosmetics, or surgery. South Korean women use cosmetics as number 1 in the world and take six times longer to make-up than French women. They use 5-9 skin care products to nourish the skin every morning and night, while French women use only 1-3 products. Besides, Korean people is not hesitating to complain their friends about weight gain or an unattractive appearance. It is not considered an insult, but is considered a help to their friends for an improvement to their shape and appearance. In a contemporary society of South Korea, surgery is essential to improve their appearance. Plastic surgery billboards can be found everywhere both outside and inside of Seoul or even in a place like subway station. South Korea is the country with the highest number of plastic surgeries per each person in the world. Moreover, many Korean parents give plastic surgery as a gift to their children when they can pass the university entrance examination (Gelézeau, 2015).

K-pop idol groups in South Korea are considered to have a focus on appearance. Ruengsa (2014) interviewed many K-pop fans. According to the result of

interview, many fans responded that the first impression of K-pop is the appearance. Also, idols and trainees need to focus on their shape by exercising regularly and receive a skin treatment. Korean people tend to prefer people with fair skin, according to the case of Thai K-pop idols such as Nichkhun, Bambam, Sorn, Lisa, and Minnie, who have a look that is similar to Korean people and has a skin color that Korean people prefer (Butsabun, 2020). According to Yew's interview about aesthetic factor, fans responded as follows:

- K-pop idols have Asian looks (fair smooth skin, complexion, dark hair and eyes) and Western body features (tall, slender, female hourglass figure, male six-pack, and broad male shoulders, sharp and distinct facial features).
- Plastic surgery among K-pop idols is very common, so they are either pretty or handsome. Their facial attractiveness is usually addictive and mesmerizing.
- K-pop group idols are always with innovative facial make-up, and they have no fear to try-out new fashion looks and outfits.

However, Yew (2018) argued that the aesthetic factor is not statistically significant.

On stage performance

K-pop is a combination of American and Japanese music, which brought the strengths to create new creative works. For example, SM Entertainment focuses on

both singing and dancing, because Michael Jackson, who talented in both dancing and singing, is the artist model of SM entertainment's CEO "Lee Soo Man" (Oh & Park, 2013). According to Chew's interview (Chew, 2018) that asked K-pop fans about the performance factor, many fans responded as follows:

- K-pop lyrics and music always tells a story. The melodies and lyrics, especially the choruses are catchy and are very easy to remember.
- The dance routines of K-pop idols are always synchronized within the group as well as with the music.
- K-pop performances are trendy and usually with an interesting concept or theme.
- K-pop performances are colorful visually and with elaborate costumes, backdrops, and lighting.

At the same time, Badeges (2017) also mentioned the creation of work that melodies are an essential component of music. Western music focuses more on the beat, while K-pop songs have catchy melodies. Therefore, when K-pop entertainment companies want to use K-pop songs to hit the global market, they have to change something a little bit by inserting melodies and melodious lyrics, writing the lyrics with English words in or simple Korean words that makes the audience want to listen repeatedly.

Individual ability

K-pop idols have many skills through the training of the K-pop entertainment companies. K-pop entertainment companies have an idol production system and training that is different from other country's music companies. Lee Soo Man, the founder of SM entertainment, is the person who introduced the idol production system. He created an idol training system which started through an audition and strict training (Park, 2013).

According to Yew's interview that asked K-pop fans about talent factor, many fans responded as follows:

- K-pop idols are musically talented. They composed songs, write lyrics, sing well, and very often able to play or more musical instruments.
- K-pop idols are equally talented on the television screen.
- Members of K-pop groups can communicate well in different languages with fans, as they are either born overseas or took language classes during trainee years.
- K-pop idol's interaction within group members, with other celebrities and with fans, is interesting and fun to watch.

The CEO of SM Entertainment, Kim Young Min stressed that the agency contract is not a contract that takes advantage of the artists (Kang, 2017).

“The cultures and languages of Korea, China, and Japan are so different from each other that you must have special training to overcome the cultural and linguistic differences. So, we ask our trainees to go through many educational hurdles. They go to normal school during the day, and then receive after-school training that lasts until late at night, but this is no different than typical middle or high school kids, who go to after-school programs to cram for college entrance exams. Of course, one difference is that education at SM is free. We pay for the teachers, facilities, equipment, costumes, and virtually everything the trainees need. The contracts used to be for five years until BoA signed a seven-year contract with Avex Entertainment in Japan. Avex demanded a seven-year contract, and after long legal consultation, we agreed to it. BoA was a huge success, so we don't regret in that contract, which was an unprecedented phenomenon in Korea, but then Girls' Generation had to sign a ten-year contract for their deal in the United States, so now we have ten-year contracts at SM. Outsiders may think this sounds

like a slave contract, but they must consider the number of years of free training that the artists get in order to become an elite performers.”¹

Besides, Chris Lee says that most trainees are ready to dedicate themselves to be an idol, and SM is also part of fulfilling their dreams. SM training is like studying in a general school and have the same basic rules as in general schools, such as trainees cannot use telephone during practice, cannot date other trainees (Park, 2013).

However, there are some cases that idol sued K-pop entertainment company for an unfair contract, such as very low profits sharing from the publishing of works or a too-long contract. In 2009, three members of TVXQ filed lawsuits against the SM entertainment regarding a 13-year contract and unfair income, including too much work schedule. No Min Woo filed the lawsuit against SM Entertainment and Hangeng, an ex-member of Super Junior, sued SM for unfair income and being forced to do something that he did not want to do. Also, three ex-Chinese members of EXO sued SM Entertainment because the SM failed to manage them properly. Chris, an ex-member of EXO claimed that SM has never considered or respected opinions or his health. Later, Luhan left the company, and claimed that the company could not provide him with a good future plan and time to rest from injury (Padget, 2017).

¹ Kim Young-min, interview by Park Gil-Sung (2012, July 18) Manufacturing Creativity: Production, Performance, and Dissemination of K-pop. *Korea Journal*, 53(4), pp.26.

2.3 The feedbacks of Thai K-pop Idols

Nichkhun, a member of 2PM, has received many attentions from Korean people, but at the beginning, online comments about Nichkhun is quite negative (Kim, 2017) However, the reaction of online people toward Lisa and BamBam, the second generation of K-pop idol Thai people, has changed a lot into admiration and encouragement. BamBam also has many roles in entertainment industries, such as a private ambassador and host of various shows. He has been appeared on many Korean programs and has become very popular among Korean people. For example, he joined the food review program called “Dingo”, BamBam, and Yu-Gyeom recommended Thai delicious restaurants in Seoul for Korean people. Most attitudes of Korean people towards BamBam or Lisa are positive comments, but there are some negative comments about Lisa’s appearance when she and BamBam joined the AIS 30th Anniversary event as follows:

- Both are the same age, but Lisa looks like an older sister. I thought that they were not the same age.

- Both are Thai, but they do not look like Thai people, haha.

- Same age ...? Looking at the old pictures, it looks like Lisa is Nuna.

- Both of them looks like SEA kids so much.

- When Lisa was young looks so cute when kids were so cute, do you have any pictures?

One of the comments from a Korean netizen said that Lisa and Bambam look like SEA kids, which means look like Southeast Asian people (Pantip, 2019).²

In summary, K-pop entertainment companies adopted the strategies of using foreign idols to hit the global market by arranging global audition and broadcasting live audition TV program to find young talents from around the world. Then, they trained those young talents to debut as a K-pop idol. Debuting K-pop idol groups with foreign members help other members to understand foreign cultures and can easily communicate with foreign fans. In addition, they can hit both domestic, regional, and global markets by releasing English, Japanese, or Chinese songs. These strong points of using foreign idols lead to make an increase of fan satisfaction and create a strong fan base in foreign countries as well. **ลัย**

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Most of the previous research studied the factors that make K-pop successful in Thailand and the strategy of the K-pop entertainment companies in the case of the Thai market and the South Korea market, but there are no studies in the case of using Thai K-pop idols to hit the global market, and previous research focused on the attitude of Thai fans only. However, previous studies were not focused on the strategies of K-pop entertainment companies that using Thai K-pop idols to hit the

² Retrieved from <https://pantip.com/topic/39287377>

global market, including focused on the perspectives of foreign K-pop fans toward Thai K-pop idols. Therefore, this research will focus on the strategy of using Thai K-pop idols to make entertainment success in the global market, and the factors that make fans satisfied. The results of the analysis will be explained in the chapters 4.



CHAPTER III

RESEARCH METHODOLOGY

This chapter presents the tools that will analyze data for research, which is divided into three parts, as follows:

3.1 Data collection methods

1) Document research

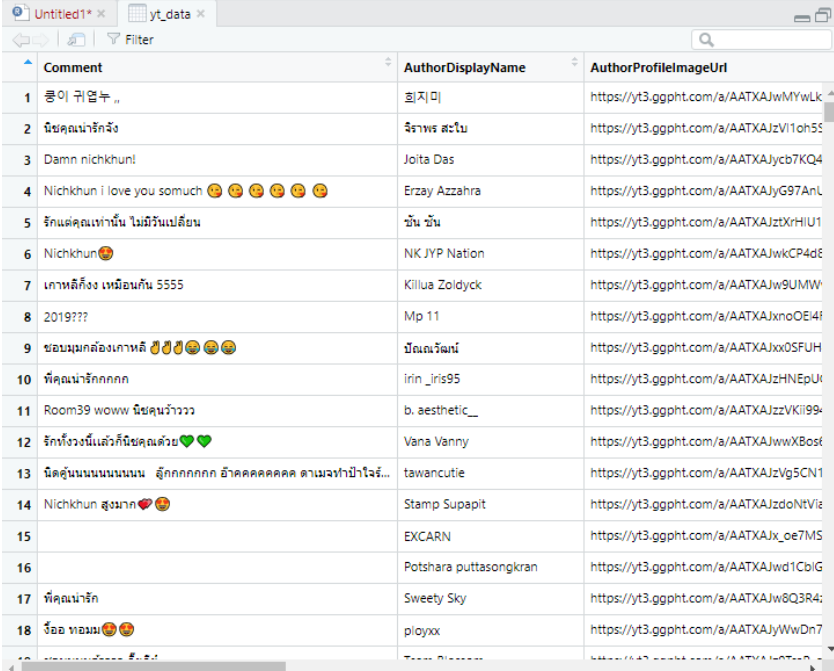
This paper uses secondary data about K-Pop, which contains information about the strategies of K-pop entertainment companies, the popularity of artists, and various factors that make K-Pop successful. For example, research topics "The globalization of K-pop: Korea's Place in the Global Music Industry" and "The Success Factors of K-pop Music from The Fan's Perspective," including the new marketing of K-pop entertainment companies that mentioned about the combination of music and interview of supervisor of the production teams at SM entertainment about the process of production. Also, primary data is collected from websites such as articles, news, fan club opinions from various websites.

2) Analysis of online netizen reactions

Nowadays, Social Media has become a platform which deliver K-pop contents to audiences, and it is a tool that idols use to communicate with fans. Furthermore, it

is a tool for fans to express their opinions about their favorite idols. There are many comments on social networks. Therefore, it is necessary to use program R to get comments data from Youtube. There are previous researches that used R Script to analyze sentiment. For instance, Shamma et al. (as cited in Vyrva, 2016) examined people's attitudes on Twitter about the presidential debate in 2008 between Barack Obama and John McCain. Social networks, such as Twitter or Youtube, are an effective source of data for identifying public reaction. Nowadays, K-pop fans around the world often use Youtube to enjoy watching the videos and leave comments below. Thus, it is necessary to extract comments data from the Google APIs. After registration, the Google APIs will give the code of the API to connect with Youtube and shown the results as follows:

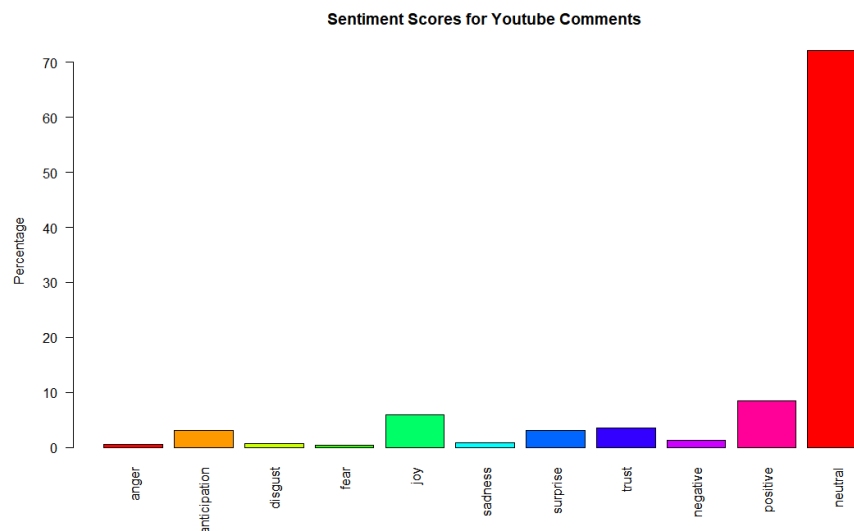
Figure 3 Comments on Nichkhun Youtube video



	Comment	AuthorDisplayName	AuthorProfileImageUrl
1	콩이 귀엽누 ..	은지미	https://yt3.ggpht.com/a/AATXAJwMYwLK
2	นี่คุณน่ารักจัง	จิราพร สะโน	https://yt3.ggpht.com/a/AATXAJzV11oh5S
3	Damn nichkhun!	Joita Das	https://yt3.ggpht.com/a/AATXAJycb7KQ4
4	Nichkhun i love you so much 🥰🥰🥰🥰🥰🥰	Erzay Azzahra	https://yt3.ggpht.com/a/AATXAJyG97AnL
5	รักแต่คุณเท่านั้น ไม่มีวันเปลี่ยน	ฉันทน์ ชัน	https://yt3.ggpht.com/a/AATXAJzXrHIU1
6	Nichkhun 🥰	NK JYP Nation	https://yt3.ggpht.com/a/AATXAJwCP4dE
7	เกาหลีทั้ง เหมือนกัน 5555	Killua Zoldyck	https://yt3.ggpht.com/a/AATXAJw9UMW
8	2019???	Mp 11	https://yt3.ggpht.com/a/AATXAJxnoOE4f
9	ชอบนมกลิ้งเกาหลี 🥰🥰🥰🥰🥰	บิณณ์วิมลณี	https://yt3.ggpht.com/a/AATXAJxx0SFUH
10	พี่คุณน่ารักกกก	irin_iris95	https://yt3.ggpht.com/a/AATXAJzHNEpU
11	Room39 woww นี่คุณน่ารักว	b. aesthetic_	https://yt3.ggpht.com/a/AATXAJzVkiI99-
12	รักที่จริงแล้วก็รักคุณด้วย 🥰🥰	Vana Vanny	https://yt3.ggpht.com/a/AATXAJwXBost
13	นี่คุณน่ารักกกก อี๊ดดดดดดดด ตามงทำป้าใจ...	tawancutie	https://yt3.ggpht.com/a/AATXAJzVg5CN1
14	Nichkhun สูงมาก 🥰🥰	Stamp Supapit	https://yt3.ggpht.com/a/AATXAJzdoNVie
15		EXCARN	https://yt3.ggpht.com/a/AATXAJx_oe7M5
16		Potshara puttasongkran	https://yt3.ggpht.com/a/AATXAJwd1CbIG
17	พี่คุณน่ารัก	Sweety Sky	https://yt3.ggpht.com/a/AATXAJw8Q3R4;
18	ร้อ ทอเม 🥰🥰	ploxxx	https://yt3.ggpht.com/a/AATXAJyWwDn7

These data will help to understand how people think about Thai K-pop idols by analyzing comments, and processed into sentiment scores.

Figure 4 sentiment scores of Nichkhun’s video comments



Currently, K-pop entertainment companies use social network to hit the market, both in the domestic and global markets, because social network has a fastest update and it is a tool that helps idols communicate with fans.

3.2 Qualitative Research

Qualitative research is a tool for finding explanations of strategies or factors that make fans satisfied. In the case of four largest K-pop entertainment companies,

there are Thai K-pop idols who are popular and successfully in both South Korea and foreign countries as well, such as Lisa Blackpink and TEN NCT/WayV/Super M.

The In-depth interview

This research interviewed fans of Thai K-pop idols from South Korea, Thailand, Chinese and Laos. There are two criteria for selecting interviewees. First, they must be fans of K-pop idols under four largest K-pop entertainment companies: SM Entertainment, JYP Entertainment, YG Entertainment, and CUBE Entertainment. Second, they must know Thai K-pop idols and have seen Thai K-pop idol's performance.

The in-depth interview will be divided into three sets of questions. The first set of questions will be an interview with Thai K-pop idol fans. The second set of question will be an interview for non-Thai K-pop idol fans, and the last set of question will be an interview with people who do not like Thai K-pop idol. The three sets of questions will help to see the satisfaction of the fans towards the strategy of K-pop entertainment companies and Thai K-pop idols or showing how Thai K-pop idol's fans have views on them. There were a total 36 participants. Their ages ranged from 13 – 35. The duration of interview process was from 10th April – 30th May 2020. The interview questions are as follows:

Table 2 Question Set1: Thai K-pop idol's fans

No.	Questions
1	<p>Who is your favorite Thai K-pop idol? And how do you know them?</p> <p>ใครคือศิลปิน K-pop คนไทยที่คุณชื่นชอบ และคุณรู้จักพวกเขาได้อย่างไร</p>
2	<p>In your opinion, what are the strengths or characteristics of Thai K-pop idols? Example: language skills or be enthusiastic?</p> <p>ในความคิดของคุณ คิดว่าความสามารถพิเศษ หรือลักษณะนิสัยอะไรของ K-pop idol คนไทย ที่ทำให้ประสบความสำเร็จ และได้รับความสนใจ เช่น ความสามารถด้านภาษา หรือ ความอดทนในการทำงาน?</p>
3	<p>What do you think is the advantage of Thai K-pop artists in the international market?</p> <p>คุณคิดว่าอะไรข้อได้เปรียบของศิลปิน K-pop คนไทยในการตีตลาดต่างประเทศ</p>
4	<p>What are the differences between Thai K-POP idols and Korean K-POP idols?</p> <p>Example: image, appearance?</p> <p>คุณคิดว่าอะไรคือความแตกต่างระหว่าง K-pop idol คนเกาหลี และ K-pop idol</p>

	คนไทย เช่น ภาพลักษณ์ หรือรูปลักษณ์ภายนอก
5	Do you think Thai K-pop idols will get popularity in the Korea market and foreign market in the long-term? Why? คุณคิดว่า K-pop idol คนไทย จะได้รับความนิยมในตลาดเกาหลี และต่างประเทศในระยะยาวหรือไม่ เพราะอะไร
6	Other comments ความคิดเห็นอื่นๆ

Table 3 Question Set2: non-Thai K-pop idol's fans

No.	Questions
1	Do you know any Thai K-pop idol? And in your opinion, who is famous or very popular? คุณรู้จัก K-pop idol คนไทยคนไหนบ้าง และคิดว่าใครมีชื่อเสียง หรือได้รับความนิยมสูง
2	Do you think that Thai K-pop idols are more interested in foreign countries such as Europe, America, China, Japan than K-pop idols from other countries? For example, China, Japan.

	<p>คุณคิดว่า K-pop idol คนไทย ได้รับความนิยม และเป็นที่สนใจในต่างประเทศ เช่น ยุโรป อเมริกา ญี่ปุ่น จีน มากกว่า K-pop idol จากประเทศอื่นอย่างจีน หรือญี่ปุ่น หรือไม่</p>
3	<p>Do you think that K-pop idol groups with foreign members have advantages to hit the global market more than K-POP idol groups without foreign idols?</p> <p>คุณคิดว่าวง K-POP ที่มีสมาชิกต่างชาติมีข้อได้เปรียบในการตีตลาดโลกมากกว่า กลุ่มไอดอลที่ไม่มีสมาชิกต่างชาติหรือไม่</p>
4	<p>What are the differences between Thai K-POP idols and Korean K-POP idols?</p> <p>Example: image, appearance?</p> <p>คุณคิดว่าอะไรคือความแตกต่างระหว่าง K-pop idol คนเกาหลี และ K-pop idol คนไทย เช่น ภาพลักษณ์ หรือรูปลักษณ์ภายนอก</p>
5	<p>Do you agree if, in the future, there will be more Thai people debuting in the Korean entertainment industry?</p> <p>คุณเห็นด้วยหรือไม่ ถ้าหากในอนาคตจะมีคนไทยเดบิวต์ในวงการบันเทิงเกาหลีมาก</p>

	ขึ้น?
6	Other comments ความคิดเห็นอื่นๆ

Table 4 Question Set 3: people who do not like Thai K-pop idol's fans

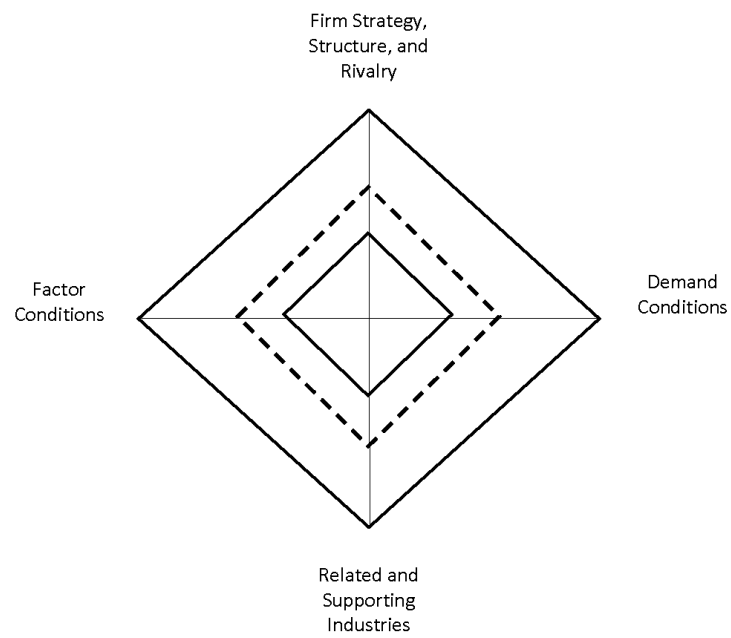
No.	Questions
1	Why do you dislike Thai K-pop idols? ทำไมคุณถึงไม่ชอบ K-pop idol คนไทย เพราะอะไร?
2	Do you agree If in the future, there will be more Thai people debuting in the Korean entertainment industry? คุณเคยชมผลงานของ K-pop idol คนไทยหรือไม่? ถ้าเคยชม คุณมีความคิดเห็นอย่างไร?
3	Do you agree that Thai K-pop idol will make K-pop entertainment companies hit the market in both And more foreign countries? คุณเห็นด้วยหรือไม่ว่า K-pop idol คนไทย จะทำให้ค่ายเพลงเกาหลีตีตลาดทั้งในและต่างประเทศได้มากขึ้น?

4	<p>Do you like K-pop idol from other countries such as China and Japan?</p> <p>Why?</p> <p>คุณชื่นชอบ K-pop idol ชาติอื่นอย่างจีน และญี่ปุ่นหรือไม่ เพราะอะไร?</p>
5	<p>Don't you want more Thai people to debut in the Korean entertainment industry? Why?</p> <p>คุณไม่ต้องการให้มีคนไทยเดบิวต์ในวงการบันเทิงเกาหลีมากยิ่งขึ้นหรือไม่ เพราะอะไร?</p>
6	<p>Other comments</p> <p>ความคิดเห็นอื่นๆ</p>

1) Analysis method

The data were collected from previous studies, and the result from the interviews will be analyzed by Michael Porter's "Double Diamond Model" that has been extended to the generalized double diamond by H. Chang Moon. The diamond has four interrelated components: (1) factor conditions (2) demand conditions (3) related and supporting industries and (4) firm strategy and rivalry (Moon, et al., 1998). Then, the result will show how the competitive of K-pop in global by the strategy of using Thai K-pop.

Figure 5 Double Diamond Model



Source: A generalized double diamond (Moon, et al., 199



CHAPTER IV

K-POP ENTERTAINMENT COMPANY'S STRATEGY OF PRODUCING THAI K-POP IDOLS IN THE GLOBAL MARKET

This analysis adopted H. Chang Moon (Moon et al., 1998) "The generalized Double Diamond Model" to analyze the strategy of using Thai K-pop idols. Also, it is a collective analysis by in-depth-interview of Thai K-pop idol fans, non-Thai K-pop fans, and people who do not like Thai K-pop idols to find answers to research questions (1) What are the strategies of K-pop entertainment companies using foreign idols to be success in the global market? (2) How the strategy of using foreign idols make fans satisfied?.

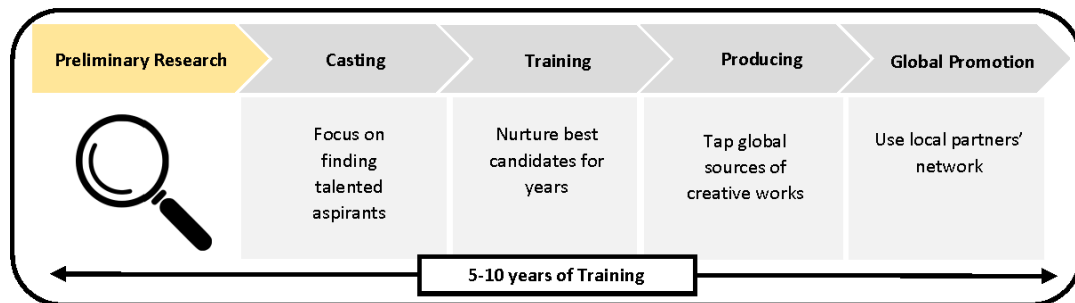
4.1 Factor conditions

Factor conditions are one of important components which led to innovate new strategies or new market. K-pop entertainment companies set the factors according to customer's needs in order to make customer satisfied and expand the market.

4.1.1 K-pop idol production system

Seo Minsoo (2012) explained about the four stages of star preparation as follows:

Figure 6 Four stages of Star Preparation



Source: Lesson from K-pop's global success. (Seo, 2012)

1. Casting

Casting is the first step to find people who have distinctive abilities and good appearance through audition and survival reality programs. SM Entertainment is the first company that started global audition in 2006. SM global audition has held every year in various countries, such as South Korea, China, Indonesia, Singapore, Canada, Russia, Kazakhstan, Mongolia, and Thailand. In 2006, the global audition in Thailand was held in Bangkok, followed by JYP, YG, Cube. Lastly, Big Hit Entertainment³ also came to Thailand to held audition in 2019.

SM, YG, JYP, and Cube entertainment had a cooperating audition TV program called "K-POP STAR". After that, JYP also produced a girl group survival program called SIXTEEN, and Cube Entertainment held an audition TV program called 'K-pop Star Hunt.' Every Thai K-pop idols passed the audition or won the competition in a TV program.

³ The company currently manages soloist Lee Hyun and idol groups BTS and TXT.

2. Training

The successful candidates from the audition will become a trainee, and the company will provide various classes for them, such as acting, singing, dancing, and foreign language. They find attractive and talented young and train them in order to be global celebrities. The duration of the training period is about 3-6 months, but in some cases are up to 7 years. All trainees have to spend much time on training, but there is no guarantee that they will be debut as an idol. In addition, the trainees have a weekly evaluation to determine their progress. Nowadays, the idol training system has become more competitive, but from strict training and highly competitive, the company will know that who has good qualities to be a K-pop idol.

3. Content Production

K-pop entertainment companies always create an interesting concept for an artist's album, and they specified the character of each idol. Also, they set the position of each member in the group, such as rapper, main vocal sub-vocal, main dancer. The production consists of global sources of creative works. K-pop entertainment companies recruit many talented producers or choreographers to do new creative works that fascinate fans over the world.

4. Global promotion

In the global promotion stage, K-pop entertainment companies tried to hit the global by collaborating with overseas music label partners. Forming a partnership with foreign music labels can help companies to promote their idols abroad, and help audiences to access to K-pop contents easily.

In the case of Thai K-pop idols, SM started to do a partnership with TRUE Vision, and YG formed a partnership with BEC-TERO. Besides forming a partnership, K-pop entertainment companies send their idols to promote in the entertainment industry abroad. For example, Nichkhun got a lot of good feedback from international fans, so JYP sent him to promote in the global market. He joined many TV programs and appeared in the music video of a Taiwanese singer called 'Will Pan.' He also got the role in the Japanese movie named 'Ouran High School Host Club' and starred in a Thai movie for the first time as a young marathon runner. In 2013. He also got the lead role in the Chinese TV series. After that, he has been working in the acting career, especially in China and Thailand.

4.1.2 Appearance and characteristic

Characteristics of K-pop idol is the most important factor that makes many people are interested in K-pop. Most of Thai K-pop idols have beauty standard that

Korean people prefer, such as white skin, tall and good shape. Besides, they have a unique style and different image from Korean idols.

1. Face, shape, and image

South Korea has the standard of beauty of K-idols, so one of the qualifications that Thai K-pop idols must have is good appearance. The beauty standards of South Korea and the world beauty standard are different. Therefore, the beauty of Thai K-pop idols may not appeal to all Korean people but may be more popular and get more attention in other countries. Having Thai K-pop in the group helps to make the overall image more diversity and more reachable for the people that have different beauty standards. There are some Korean fans of Thai K-pop idols and Korean non-K-pop idols fans mentioned about Thai K-pop idol's beauty and style as follows:

“Lisa is pretty, but we all know that Korean beauty standards is just different from the world beauty's, so I think that Lisa look different among Korean beauty. In my opinion, foreigner's members are usually not well accepted into K-pop by both Koreans and international fans unless they fit the Korean beauty standard and are fluent in Korean, but at the same time, they could have the majority be foreigners they might get a lot of attention initially too. I think more Thai people can be future idol, if they have good looking like Lisa and Nickhun, but the main barrier to overcome is to get accepted by the people. I'm not saying that people are not open to other cultures, but it's

just that us (Korean) beauty standards are different. South Korea is still a mono-ethnic country, after all. So, if such people become idols, they might have to be targeted in their own countries of origin.” (Interviewee 13)

“I know Lisa, Bambam, Nichkhun, Minie, Sorn, and Ten, but if I have to pick one out of them, I think I will pick up Nichkhun, because the popularity of 2PM was huge, and he was interesting. He was very successful in Korea, and he is cute, handsome, tall, good family profile, and an appearance that Korean people prefer.” (Interviewee 6)

According to the interview from Korean people both fans and non-fans, they think that Thai K-pop idol’s appearance fit the Korean beauty standard, but still look different among Korean beauty. Although Thai K-pop idols have a good looking, their background has become a barrier for them to overcome. From the interview, two Korean people, who are not Thai K-pop fans and another one who does not like Thai K-pop mentioned about Thai idol’s background as follows:

“Some Korean appreciate foreigners while others do not. Lisa is quite popular, but not many people like her. People in Korea criticize about their background which is completely wrong” (Interviewee 13)

“I understand that having a Thai member in the group can help the company to hit the Southeast Asia market, but only Korean members are already enough. I think that K-pop groups consisting of foreign members do not have

an advantage more than a group that has only Korean members for hitting the global market. The image of Thai people cannot fit well with K-pop idols. As I mentioned before, it may be a little easier to hit Thailand and Southeast Asia market, but it is not effective for hitting other country's markets such as Europe, the Middle East, North America, and South America, so I don't think debuting Thai K-pop idol is necessary.”

However, many Thai people also mentioned Thai K-pop idol's unique looks as follows:

“As Lisa's fan, I think Lisa looks different from Korean people, it's kind of new K-pop for me. Actually, I can't remember Korean idol's face because they all look the same for me, but I can remember Lisa's face since the first time I've seen her. In my opinion, her looks and unique style can make her achieve in the international market and make fans base in foreign countries.”

(Interviewee 5)

“The first different point between Thai and Korean idols is a feature. Thai K-pop idols tend to look quite different from other members in the group, so it makes them be outstanding.” (Interviewee 14)

“I think a difference between Thai K-pop idol and Korean idols is the image, it's very different. Almost Korean idols have a pattern in the same direction.

They look more like acting and try to keep the image that the company has created for them.” (Interviewee 15)

2. Skills

K-pop idol’s skills consider being one of the qualifications that all K-pop idols must have. All idols are highly talented even before joining the audition, but K-pop entertainment companies have to find their strengths and bring it out to show to the audience. Furthermore, they’re not only provide dancing and singing classes but also provide acting classes and foreign language classes.

Certainly, Thai K-pop idols can speak Thai and Korean fluently, but they are also good at speaking English or Chinese. Some Korean Idols can speak foreign languages fluently, but only as their second language.

“I think Thai K-pop idols are not much different from Korean idols, because most of them have been trained for many years in Korea. However, unlike Korean idols, there are many Thai idols who speak English more fluently.

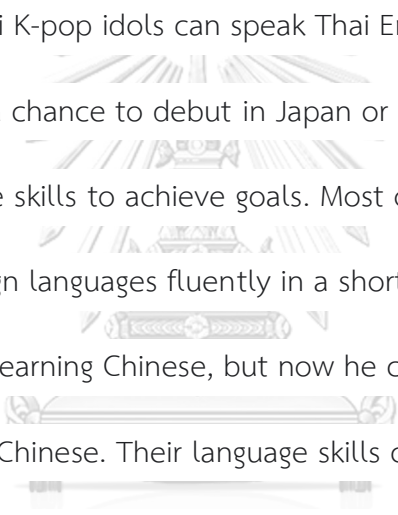
Most of them can speak 3 or more languages, such as Korean, Thai, and English. Also, since I am a Korean, they have a cute charm when they speak Korean” (Interviewee 7)

“I think it’s because their language skills are excellent, so they can reach all over the world and became a world star. They have good appearances and

hidden abilities that cannot found in Korea. Also, they look like unique jewels that don't have in the K-pop industries. In addition, working in Korea is not easy, but Thai K-pop idols could overcome it with their effort.”

(Interviewee 6)

From the interview many Thai fans and non-fans also mentioned about their languages skill as follows:



“Of course, Thai K-pop idols can speak Thai English and Korean at least, but if they get a chance to debut in Japan or China, they will learn more foreign language skills to achieve goals. Most of them are fast learners and can speak foreign languages fluently in a short time. For example, TEN NCT, he just started learning Chinese, but now he can speak Chinese fluently and can sing in Chinese. Their language skills can be an effective tool for K-pop competitiveness in the global market.” (Interviewee 11)

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“I think their language skill is an advantage to communicate with fans, during a concert or fan meeting, they don't need an interpreter to communicate with fans. It makes fans feel closer to them. I think when fans hear their favorite idols speak in their own language, they will appreciate those idols very much.” (Interviewee 12)

“I think language skill is one of the skills that help idols and K-pop entertainment company success in the international market. It's not only Thai

K-pop idols, and if Korean idols and other foreign idols have a high language skill, they also can reach foreign fans as well. In the case of Lisa Blackpink, she can speak English, Thai, and Korean very fluently, and Ten also can speak English, Chinese, Korean, Thai, so I think language abilities led to excellent communication with the members of the group and the fans.”

3. Personalities

Even most of Thai K-pop idols have a white skin, tall and good shape as Korean idols, but they have different personalities from other Korean idols. From interviews with Thai K-pop fans and non-Thai K-pop fans, they said that Thai K-pop idol’s personalities are different from Korean idols as follows:

“To compare with Korean idols, Thai idols and other foreign K-pop idols have their own unique personalities. My favorite K-pop idol is Mark NCT. He is a Korean-Canadian. I can see the difference between him and other Korean idols. He seems friendlier than the general Korean idols, and his personality is a mixture of Korean and Canada, so I feel like I prefer these kinds of K-pop idol more than authentic Korean idols. Many Korean idols try to keep their image and personalities both on stage and off stage, so I feel it not natural, but Thai K-pop idol’s personalities and image on stage and off stage are very different.” (Interviewee 2)

“In my opinion, when each Korean music label debuted their idols, they will put personalities and styles for each idol in different ways that make the group perfect and interesting. Therefore, the stage performance that we saw may make us not see much difference between Thai K-pop idol and Korean K-pop idols, but I can see Thai K-pop idol’s charms, humble personality, and touching eye contact during the interview. It’s doesn’t mean that Korean idols don’t have those personalities. Korean idols also have good personality. I think these good strengths can help Thai K-pop idols reach Thai people easier, not only Thai fans but also foreign fans. Having foreign members in the group make foreign fans feel closer and feel like this idol group is more open to them, and the distance between Korean people and foreign people is gone.” (Interviewee 1)



4.2 Demand conditions

K-pop entertainment companies have to consider the market size, consumer perspectives toward idols, and contents in order to make the strategy more effective. Thai K-pop idols might have to be targeted in their own countries of origin, but some of them also received attention in foreign countries. Then, K-pop entertainment companies always send them to work in those countries or to join an event.

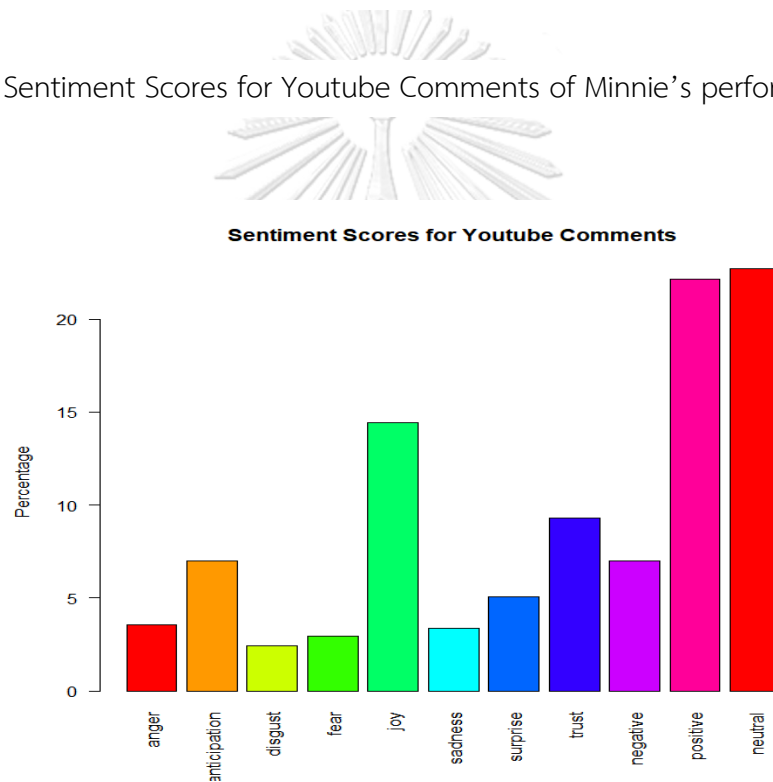
4.2.1 Content perspective

Normally, K-pop entertainment companies always focus on singing, choreography, and the concept of performance. Seo (2012) said that K-pop fascinates the audience with its simple melodies that combine with western-style pop music. However, they also need to find something new to apply to be more interesting. Presently, they use Thai K-pop idols to make new content, such as songs, on-stage performances, and TV varieties, such as NCT U which has TEN as a member, they released a song named “Baby Don’t Stop” in Thai version that the lyrics were written by Khan Thaitanium and Twopee Southside. Besides, (G)I-dle performed a song “LaTaTa” in the theme of the witch that at the beginning of song Minnie has written Thai lyrics, and she sang in Thai to make it look like a spell. After this performance, Minnie received many attentions from many Korean fans, international fans, and Thai fans.

Creative Contents that were created by using Thai K-pop idols can stimulate the attention of fans all over the world. Many people pay attention to it because it is something new that they have never seen and it was interesting. There is a Korean K-pop fan who impressed with Minnie’s performance that adapted Thai lyrics into the song. Also, the sentiment scores for Youtube comments are supporting the sentiment from an interview as follow:

“Firstly, I know G-I-(d)le, but I didn’t know that there is a Thai member, but after I watched “Queendom” I realize that Minnie is Thai, because their first stage “Latata”. Minnie adopted Thai lyrics in the intro of the song, and it really surprised me. I think it’s very interesting and the Thai lyric is very beautiful. After that, I think I became a Minnie fan, and I’m looking forward to seeing her more in Korean variety.” (Interviewee 16)

Figure 7 Sentiment Scores for Youtube Comments of Minnie’s performance



From the interview, there is a Thai fan who mentioned to the variety program of NCT, which was filmed in Thailand. In addition, all comments in the Youtube video have a lot of comments from fans around the world, and it gave the consistent result with the interview as follows:

“When I watched the TV’s variety programs that they appeared in my home country, I was really into it and thought like ‘Oh this is the place in Thailand.’ Moreover, Ten and Jeayong NCT-U released a song in Thai that really appreciated me. At first, they released in the Korean version, but they also released in Thai version, so it’s like a gift for Thai fans who’re always supporting him.” (Interviewee 3)

Figure 8 Sentiment Scores for Youtube Comments of TEN NCT/WayV/Super M

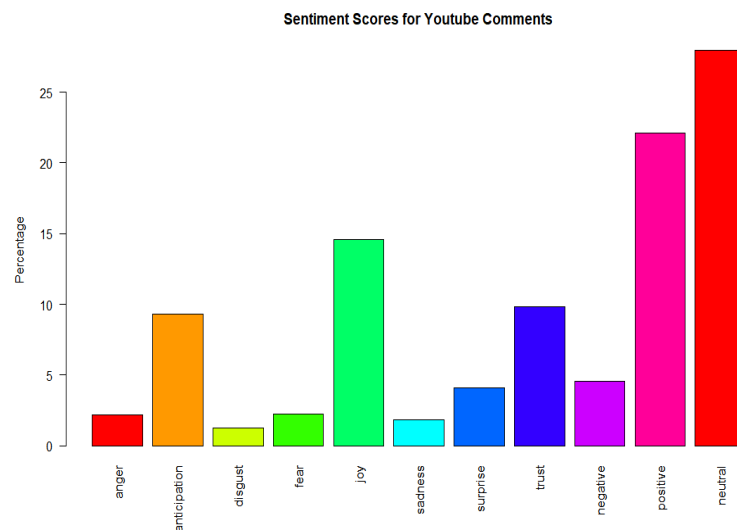
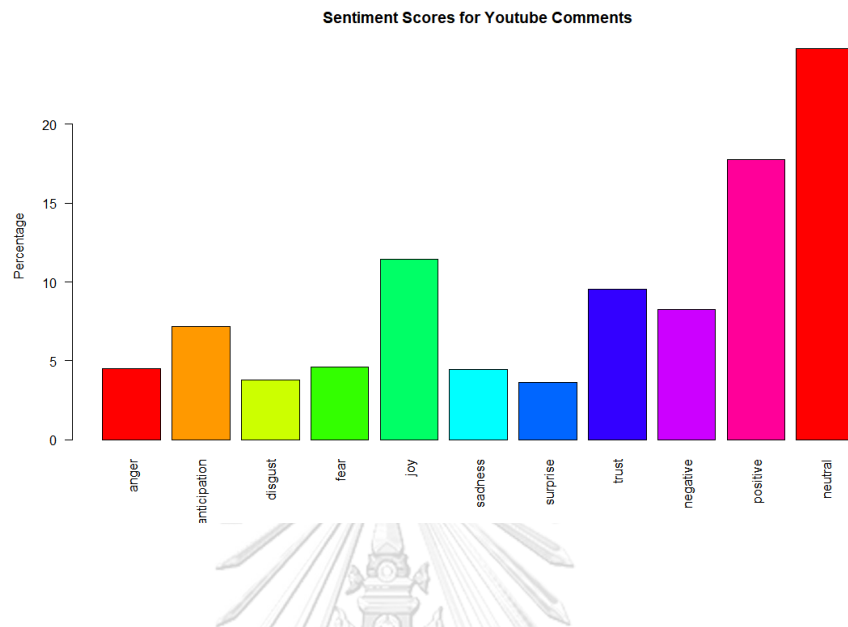


Figure 9 Sentiment Scores for Youtube Comments of Bambam Got7



Almost all comments in the videos of Thai K-pop are in English, so it shows that most international fans use Youtube to access to K-pop content. The result shows that comments in the video of Thai K-pop idols tend to be neutral and positive, and the top three sentiment scores of Youtube comments are neutral, positive and joyful, but negative sentiment got low scores.

4.2.2 Market size

Thailand is the largest K-pop market in Southeast Asia. Many Thai people who never been interested in K-pop became a fan of K-pop because there is a Thai member in the group. For instance, GOT7 is the first K-pop boy group that held concerts in other provinces of Thailand, and they held a concert in Nakornrachasima, Chiangmai, Phuket, and Bangkok. Also, Blackpink held a concert in Thailand for three

days and tickets were sold out in a short time. Then, they returned to Thailand to hold the encore concert again in the same year.

China is also an important K-pop market for K-pop entertainment companies. Many Chinese people like Thai celebrities and are interested in Thailand. Therefore, many Thai K-pop idols are famous and receive many supports from Chinese people. Nowadays, all the largest K-pop entertainment companies use Thai K-pop idols to hit the Chinese market. For instance, SM created a sub-unit of NCT based in China, but they also added a Thai member in this unit.

In this research uses individual interview to understand how Chinese K-pop fans think about Thai K-pop idols. One of the Chinese fans said that he never been interested in K-pop, but now he became a fan of Lisa.

“In Blackpink, I know only Lisa, and I think she is the most famous foreign K-pop idol. In my opinion, the Thai style looks friendly and Thai people are kind. I think this is an important point that makes Thai K-pop idols success in foreign countries. Having a Thai member in the group can make us see the multifaceted contents, image and more different cultures in K-pop.”

(Interviewee 17)

“I don't know much Thai K-pop idols, and I know only Nichkhun, BamBam and Lisa because they are very famous. Not only Thai K-pop idols, but all foreign K-pop idols have a unique style and pretty. For example, Thai people

always polite and have a good manner, so I think this is one of the important points that makes them look different from the Korean idols. In my opinion, having foreign members in the group would be more advantage to hit an international market.” (Interviewee 18)

Thailand is the largest K-pop market in South East Asia, and was chosen as the region base for distributing K-pop contents in South East Asia. Many countries in South East Asia have access to Thai broadcasting networks, such as Laos, Cambodia, or Vietnam. This research interviewed a K-pop fan from Laos who are familiar with both K-pop and Thai media.

“I have watched many Thai dramas or Thai movies since I was young, and I’m also a fan of K-pop. When I see Thai idols in K-pop group, it makes me more familiar with those idol groups. I think the strategy of using Thai K-pop idols to hit the global market is effective, because I can understand what they say in Thai, and I can easily access to Thai TV program that K-pop idols joined through TV cable and internet.”

4.3 Firm strategy, structure and rivalry

4.3.1 Thai K-pop idol production strategy

1. Forming partnership with foreign music companies

Forming partnership with foreign music companies is one of the strategies to promote K-pop content in foreign countries. Due to the K-pop fan base all over the world, music companies in foreign countries and K-pop entertainment companies want to be more familiar with the customer's needs and want to use their connection to promote K-pop idols in foreign countries such as Thailand, China or United State.

After True Group's True Vision Plc. forming a partnership with SM Entertainment in 2011 and YG Entertainment formed partnership with BEC-TERP Music in 2013, SM Entertainment started to form partnerships with music companies in China and United State and also use Thai K-pop idols to be the part of their strategies. For instance, SM formed a partnership with Creative Artist Agency (CAA) to support SuperM and NCT127 in global. Ten Chittapon is one of the members of SuperM and he is also selected to be a member of WayV to hit the Chinese market.

2. Recruiting for Thai K-pop idols

Nichkhun is the first Thai person who was debuted in the Korean entertainment industry. At that time, he received much attention both in South Korea and Thailand. He is not only successful as a K-pop idol, but he is also successful in acting career.

After Nichkhun succeeds as a K-pop idol in Korea and foreign countries, many Korean entertainment companies tend to contracted more Thai people to be their trainee and debuted them as a K-pop idol.

Table 5 The list of Thai K-pop idols who debuted in K-pop entertainment industry

No.	Name	Group name / Label	Debut Year
1	Nichkhun (Nichkhun Horvejkul)	2PM/ JYP Entertainment	2008
2	Joy (Jutamas Wichai)	RANIA / DR Music	2011
3	Mint (Goodshipas Peonpaweevorakul)	Tiny-G / GNG production	2012
4	Natthew (Nat Thewpaingam)	Solo singer / CJ Entertainment	2012
5	Bie (Thassaoak Hsu)	VICTOR / On Spot E Korea	2013
6	BamBam (Kunpimook Bhuwakul)	GOT7 / JYP	2014
7	Sorn (CHonnasorn Sajakul)	CLC / Cube Entertainment	2015
8	Lisa (lalisa manobal)	Blackpink / YG Entertainment	2016
9	Ten (Chittaphon Leechaipornku)	NCT / SM Entertainment	2016
10	Minnie (Nichada Jujak)	(G)I-DLE / Cube Entertainment	2018
11	Nutty (Anatchaya Suputhipong)	Swing Entertainment	2020

Nowadays, many new generation of Thai K-pop idols are currently work in South Korea. Besides South Korea and Thailand, they are very popular in other countries too such as Lisa Blackpink and TEN NCT.

3. Thai K-pop utilization strategy

New type or style of K-pop idols offers opportunities for K-pop entertainment companies to develop new products and new marketing with international companies (Seo, 2012). K-pop utilization strategy brings benefits to both K-pop entertainment companies and international companies.

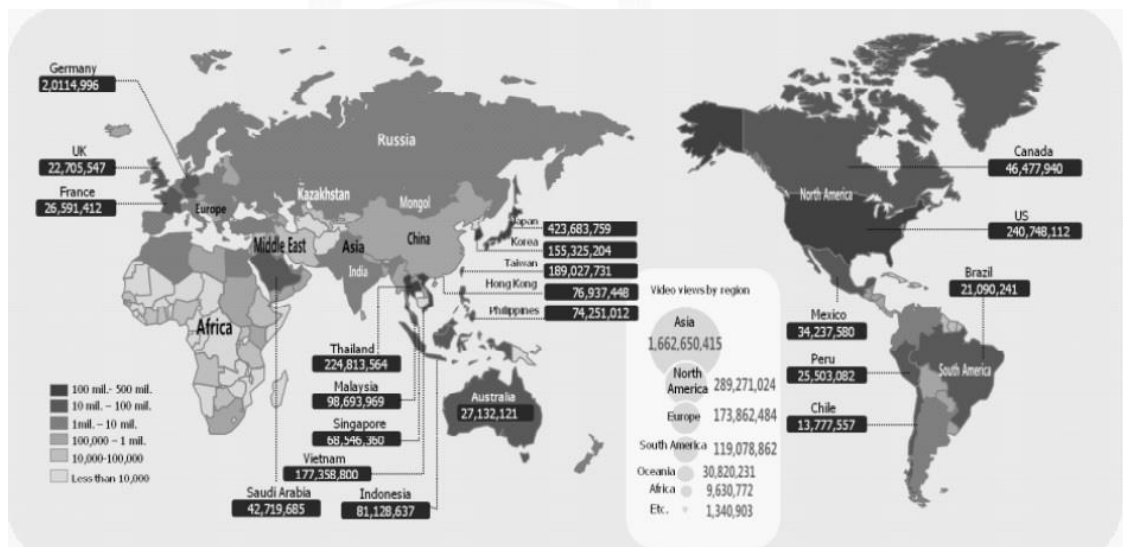
The first strategy is maximizing the marketing effect by collaborating with stars. The international companies use their products or contents to connect with K-pop idol's image that fit with the concept of products. For example, Lisa joined Celine spring/summer 2020 in Paris, and always wear Celine products in her daily life. After that, Celine bag 'Triomphe' became a must item, and there is 66% more search on the internet (Vogue.fr, 2020). Besides, Lisa participated in the Chinese TV program 'Youth with You' as a mentor, and after she appeared in this TV program, she got top searching on the internet , and got much attention from both Chinese and international fans. The second strategy is using Thai K-pop idols as a presenter in advertising. Both companies in South Korea and foreign countries use Thai K-pop idols as a presenter to make consumers feel more familiar with the products and

raising consumer attention. Lisa got a job as an advertisement presenter of many products in China, such as milk product, fabric softener, and mobile phone.

4.3.2 Social Network strategy

Presently, a social network is an essential strategy to deliver K-pop contents to the audiences. Most social networks are foreign companies which are very important in supporting the strategy of K-pop entertainment companies to be more effective, and respond the customer's needs. People around the world watch music videos, TV varieties, fancam through Youtube, and listen to music through Apple Music, Spotify or JOOX. Seo (2012) said that the number of views of K-pop videos reached a total of 2.3 billion on Youtube from 235 countries in 2011.

Figure 10 Number of Views of K-pop Videos on Youtube (2011)



Source: JoongAng Ilbo (Seo, 2012)

K-pop entertainment companies use a social network to promote idols since they were trainees. For example, YG uploaded a dance practice video, 'WHO's that girl???' of Lisa when she was a trainee on Youtube. At that time, many people were very interested in this video, and they wondered who this trainee is. After many people began to know that this trainee is Lisa, they became fans, and always pay attention to Lisa's activities. In addition, K-pop entertainment companies let their idols create social network accounts to upload daily life pictures, Vlog, and live to talk with fans.

4.4 Related and supporting industries

4.4.1 Korean Television Industries

Besides company's strategies, Korean television industries is another thing that helps supporting K-pop industry as well, because various TV programs are ways for K-pop idols to appear or show their abilities, and it will help people to get to know more about Thai K-pop idols.

1) Music show programs

There are music show programs in Korean entertainment industry for a long time. It has a system for audiences to participate in voting for their favorite idols and provide a ranking chart of K-pop idol groups every week. On stage, there are the

debut stage, comeback stages, and special stages. Currently, each of the TV channels has music programs, which air at different times and being able to watch on Youtube, Naver TV, and streaming apps such as VIU.

Table 6 *The list of Korean TV music programs (2020)*

Program title	TV Channel	Broadcasting time (KST)
The Show	SBS MTV	Tuesday, 6:00 PM
Show Champion	MBC Music	Wednesday, 6:00 PM
M Countdown	Mnet	Thursday, 6:00 PM
Music Bank	KBS	Friday, 5:00 PM
Show! Music Core	MBC	Saturday, 3:15 PM
Inkigayo	SBS	Sunday, 3:40 PM
Simply K-pop	Arirang TV	Friday, 1:00 PM

2) Variety and reality show

Korean television industries have various programs and reality programs which have content and the concept that stimulates audiences to watch. Variety shows or

reality shows allow the audiences to see another side of the idol and to see the idol's backstage, which people can see their personality and charm. Many fans get to know their favorite idols from these programs. Fans can see idols since they were trainees until they succeed, so it makes fans feel close with idols, and feel like they grow up together with idols.

There are many reality programs that have made Thai K-Pop idols known since they were trainees as follows:

Hot Blood Guy is a JYP reality show that shows the life of trainees. There were three trainees eliminated; one of the trainees that participate in the program is Nichkhun. In the final, the program divided the group to debut into two groups, 2PM consisting of 7 members and 2AM consisting of 4 members.

WHO IS NEXT is a variety program to find a trainee for debuting as an idol group from YG. It was aired on Mnet channel. In episode 4, the former CEO OF YG "Yang Hyun Suk" took his trainees to compete with JYP trainees, one of JYP trainees is BamBam. He had a chance to show ability and has received attention from fans both in Korea and in foreign countries since he was a trainee.

K-pop Star Hunt season1 is Cube Entertainment's audition program that find talented children from many countries. Sorn CLC was a representative from Thailand and has passed through to the final round. She got the 1st rank and became a trainee. It is a program that allows many people to see the excellent singing ability of Sorn.

EXO 90:2014: This is the main TV program of EXO, but TEN NCT/WayV/SuperM appeared on the show, which has a lot of airtime. He performed a cover dance with Jae Hyun, who is currently a member of NCT and has been playing remake music videos of GOD with EXO member Suho.

4.4.2 Video streaming industry

Currently, video streaming applications become a part of everyday life for many people. People can use video streaming apps to access to various entertainment media such as movies, dramas, varieties, music programs, and can watch these entertainment contents with the subtitles on the same day in Korea. Presently, there are many video streaming apps available that have K-pop content, and people can watch for free or monthly payment to get an exclusive watch video before non-membership.

Table 7 The list of Video Streaming Applications

Video Streaming Application	Area served	Contents
Netflix Headquarter: Los Gatos, California, U.S.	Worldwide (excluding Mainland China, Syria, North Korea and Crimea)	Netflix original contents, Movies, series, varieties

<p>iFlix</p> <p>Headquarter:</p> <p>Kuala Lumpur, Malaysia</p>	<p>Bangladesh, Brunei, Cambodia, Indonesia, Malaysia, Maldives, Myanmar, Nepal, Pakistan, Philipines, Sri Lanka, Thailand, Vietnam</p>	<p>Drama series, original contents, Live sport,</p>
<p>VIU</p> <p>Headquarter:</p> <p>Hongkong</p>	<p>Hong Kong, Singapore, Malaysia, India, Indonesia, the Philippines, Thailand, Myanmar, Bahrain, Egypt, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, the United Arab Emirates and South Africa</p>	<p>different genres such as movie, drama series, music show, varieties from Asia's top content</p>
<p>We TV (developed from tencent video)</p> <p>Headquarter:</p> <p>China</p>	<p>Thailand, Indonesia</p>	<p>TV series and anime from China, Thailand, Korea and Japan</p>

Currently, Netflix is available in many countries, and allow a large audience from all over the world to access to the content with various content from many

countries, such as movies, TV varieties, animations from America, England, India, Thailand, Korea, and Japan. iFlix is another app that similar to Netflix but targets only Southeast Asia market. The contents are not much different from Netflix, but live sports are also available here. Next, VIU, is known as an application that focuses on the content of Korean Television, especially Korean dramas, Korean movies, music shows and various Korean varieties. Audiences can watch many new updated Korean movies, such as Along with god and Parasite, and audiences can watch Korean series with subtitles on the day after the date broadcast on Korean TV. Beside Korean media contents, there are many contents from Japan, China, Thailand, and Western countries. VIU's market focus on Southeast Asia and the Middle East countries. Last, We TV application is a new application, which is an application from Tencent Video from China. The main content focus on Chinese varieties, movie, and series. Currently, many Thai K-pop idols have joined the Chinese TV programs or received a role in Chinese dramas. Although Thai K-pop appeared in Chinese shows or dramas, many people can easily access these content through this application.

Every component of diamond model support each other. First, factor conditions led to innovate new strategies, new market, and new industries. Second, the strategy, structure and rivalry are created by adopting the benefit of factor conditions to create a new strategy. Also, those are created to respond the demand of customers, and use benefits from Korean television industries and video streaming

industries to promote their idols. Third, demand conditions are an important component and always be considered by K-pop entertainment companies, because those conditions make the companies know that what kind of strategies should build, or develop in a direction that make customers satisfied, including expanding market in the country that have high demand of customers. Last, many related industries and supporting industries were built, because of the success of company's strategies, and high consumer demand. Later, those industries both benefited from the K-pop entertainment companies, and help supporting company's strategies and Thai K-pop idols to be more successful in the global market.



CHAPTER V

CONCLUSIONS AND SUGGESTIONS

In the beginning, there were only Korean k-pop idols in K-pop entertainment industries, but nowadays, there are more foreign K-pop idols, including Thai K-pop idols. The first generation of Thai K-pop idols like Nichkhun gained huge popularity both in Korea and abroad. However, the new generation of Thai K-pop idols seems to be gaining more popularity in the global market and are accepted by audiences in many countries.

This research is a qualitative research. The purpose is to find the factors that make K-pop entertainment companies successful by using Thai K-pop idols, and this research provided the results that lead to the success of K-pop entertainment companies. Also, it provided the results about people's perspectives toward Thai K-pop idols that will be utile for entertainment companies.

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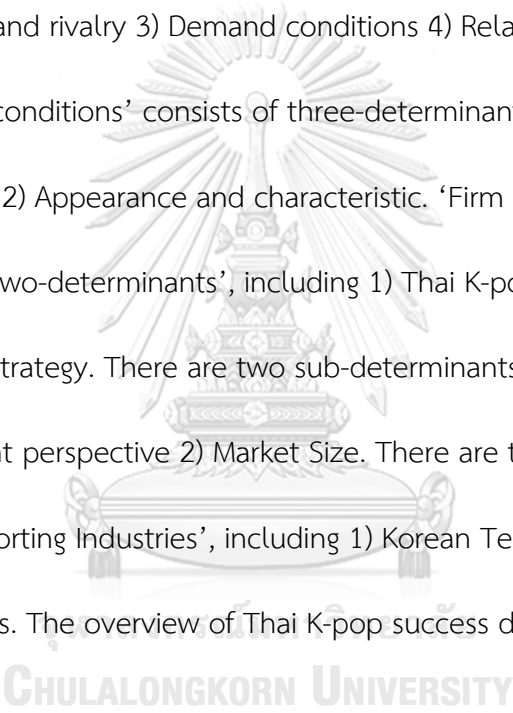
5.1 Conclusion

To find out the strategy of using foreign idols that make K-pop entertainment companies success in the global market, the main research question and a sub-research question can provide answers for this research. The questions include: (1) What are the strategies of K-pop entertainment companies using foreign idols to be

success in the global market? (2) How the strategy of using foreign idols make fans satisfied?

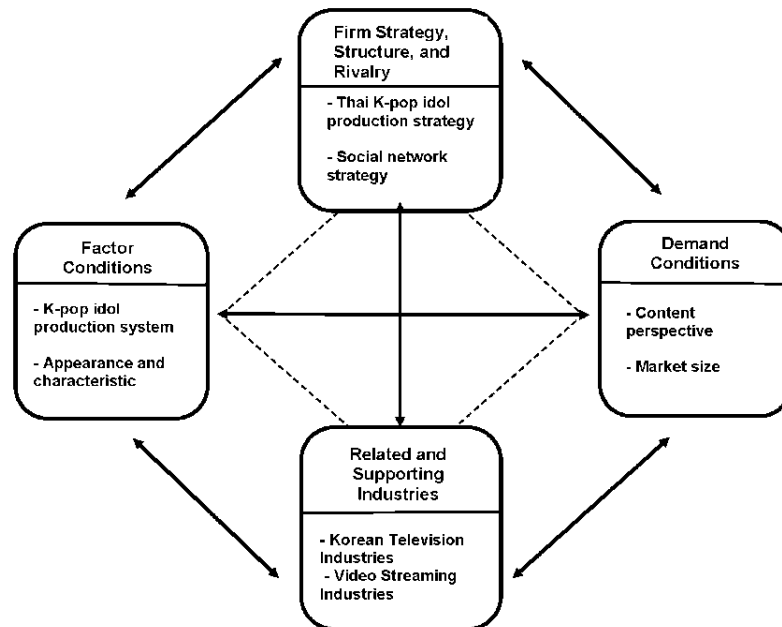
To find the answer for the first question, the generalized diamond model was adopted to analyze the strategy, and show the result as follows:

The diamond has four interrelated components 1) Factor conditions 2) Firm strategy, structure and rivalry 3) Demand conditions 4) Related and supporting industries. 'Factor conditions' consists of three-determinants, including 1) K-pop idol production system 2) Appearance and characteristic. 'Firm Strategy, Structure, and Rivalry consists of two-determinants', including 1) Thai K-pop idol production strategy 2) Social Network Strategy. There are two sub-determinants for 'Demand Conditions' including 1) Content perspective 2) Market Size. There are two-determinants for 'Related and Supporting Industries', including 1) Korean Television Industries 2) Video Streaming Industries. The overview of Thai K-pop success diamond is shown in the figure below:



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Figure 11 The generalized Thai K-pop success double model



In the next step to finding the answer for the sub-questions, this research used R script to analyzed comments on Youtube, which is very useful to know the overall people's perspective. In-depth interviews with Thai K-pop fans, non-Thai K-pop fans, and people who not like Thai K-pop fans, was able to find the strength of Thai K-pop idols that people satisfied. The results show that Thai K-pop idol fans and international K-pop fans have similar opinions toward Thai K-pop idol's abilities, but the beauty standards of each person are different. Therefore, some fans think that Thai K-pop idols do not look better than Korean K-pop idols, some think that both Thai K-pop idols and Korean K-pop idols are beautiful or handsome, but some think that Thai K-pop idols have a different style and unique more than Korean K-pop

idols. From the interview with all three groups of people, it shows that the barrier of Thai K-pop idols to get famous and successful is their background. There are some Koreans who do not like Thai K-pop idols because they have bad perspectives toward Thai K-pop idols. Even though how they are beautiful or handsome, they tend to be criticized by online netizens about their background.

Many interviewees agree that having a Thai member in the group is an advantage to hit the global market, but it not a must. It can help K-pop entertainment companies make new marketing and market, and it makes the image of K-pop groups look diverse. The most important factor that makes both Thai K-pop fans and non-Thai K-pop fans accept or agree with the popularity of Thai K-pop idols is ability and appearance. Besides, they think that the company's supporting and a good promotion plan is also important. Without effective strategies of the companies, it would be difficult for Thai K-pop idols to be popular.

5.2 Suggestions

Thai K-pop idols are popular in Korea and abroad because of effective strategy of K-pop entertainment companies. In the case of Thai entertainment companies, they also have many talented artists, but they cannot hit the foreign market, as well as Korean companies. The first step to develop the strategy of Thai K-pop

entertainment is holding an audition. Since in the past, Thai companies have been scouting for teenagers to be artists, but now some companies also hold auditions. However, this method is still unpopular in Thailand. Next is a training system. Thai entertainment companies should apply the training system of K-pop to train their artists before debut. For instance, if they plan to hit the China market, so they have to provide Chinese language classes and train their artists in the style of dancing or singing that Chinese people prefer. Many Chinese are fans of Thai stars and enjoy watching Thai dramas or movies through the internet, so Thai actors and actresses are possible to be the soft power of Thailand. However Thai entertainment companies did not use their artists to make new creative products. For example, some Thai actors usually release a just a single album, so it would be nice if they also release a song in Chinese version.

Korean entertainment companies have a good strategy, but it cannot deny that the support from the Ministry of Culture, Sports, and Tourism is an important factor that makes K-pop successful. Thai entertainment companies lack of money to promote their artists in foreign countries, so the ministries of Thailand that related to Thai stars such as the Ministry of tourism and sport, Ministry of commerce should provide financial supports to them. The Tourism Authority of Thailand under the supervision of the ministry of tourism and sport used to hire Nichkhun as a presenter of tourism campaign. This campaign focused on young people and workers from

South Korea, so it would be great if the Tourism Authority of Thailand cooperate with Thai entertainment companies to use Thai stars to be a presenter of Thailand tourism by filming in a location that need to be promoted. Thailand's entertainment industry has generated revenue of 2.8 billion dollars and created 100,000 job positions. The ministry of commerce has a role in promoting Thai talents, such as producers or actors, by persuading foreign companies to film in Thailand. They want to promote Thailand as a center of production and post-production of Southeast Asia, especially in the film industry. The government has set up benefits to promote this industry, such as 15% cashback for the foreign projects with a minimum investment of 50 million baht in Thailand, and will increase to 20% when Thai personnel is hired, more 2% if promoting Thailand in the field of tourism as well. Instead of supporting foreign companies to film in Thailand and hire Thai talents, the Ministry of Commerce should support Thai entertainment companies in order to promote and support Thai talents abroad. If they provide budget support for entertainment companies in Thailand, not only Thai talents can hit the international market, but Thailand also will have more efficient entertainment companies that can hire more Thai talents without having to wait for employment from foreign companies.

This research paper has analyzed the strategy of using foreign K-pop idols to hit the global market, focusing on Thai K-pop idols. However, with the limitation of

sample size, it was difficult to cover the overall perspectives of people in many countries. Especially, the Chinese market is a large market of K-pop, and there are many Chinese fans of Thai K-pop idols, but extracting comments data from the general social network cannot be used with China. The perspectives are mostly from Asian K-pop fans, but the values or perspectives of people from each region are different. However, it would be interesting if the studies focus specific region or country, and have more specific results.



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