



# Differentiated Paths for Value Enhancement of Regional Public Brands of Tea: a Configuration Study Based on Resource Orchestration and 4Ps Theory

Leshan Peng

Jiangxi Normal University, Nanchang, Jiangxi, China

DOI: 10.32629/memf.v5i2.1963

---

**Abstract:** Enhancing the value of regional public brands of agricultural products will be an important means of realizing the rural revitalization strategy. This paper selects the top 20 tea brands in the valuation of tea public brands in 2023 as the research object, constructs a comprehensive analysis framework based on resource orchestration theory and 4Ps theory, identifies six conditions affecting the enhancement of public brand value, and uses fsQCA method to explore the differentiation path of tea public brands to enhance brand value. The results show that there is no single condition that is necessary to enhance brand value, and there are four differentiated paths to enhance brand value. The conclusions of the study can provide management insights for brand value enhancement of different tea regional public brands.

**Keywords:** brands of tea, differentiated paths, 4Ps theory

---

## 1. Introduction

Regional public brand of agricultural products refers to the brand of agricultural products in a region with a specific natural ecological environment, history and humanities factors, owned by the relevant organizations, and jointly used by a number of agricultural production operators [1]. Regional public agricultural products are an important means of promoting the marketing of agricultural products and enhancing farmers' incomes in the rural revitalization strategy [2]. In recent years, scholars have begun to pay more attention to the effectiveness of regional public brands of agricultural products in enhancing farmers' income and the specific impact mechanism of such brands [3][4]. Although existing research and management practices have affirmed the positive effects of regional public brands for agricultural products [5], further research is needed. Some scholars believe that not all types of communal brands can play a positive role in the marketing of agricultural products, and that the construction of some types of regional communal brands will have a negative spatial spillover effect on neighboring regions [6].

Therefore, according to the type of agricultural products to study the public regional brand of agricultural products as well as gradually become the research hotspot of scholars [7]. Tea, as an important traditional cash crop in China, due to its natural characteristics suitable for growth and planting in hilly and mountainous terrain, the tea industry has become the current tea-producing areas of China's tea industry in the vast majority of rural family tea industry's main source of income. In fact, the pricing strategy of tea is related to its brand value, and a good brand endorsement can make tea sell at a higher premium. Therefore, the tea industry plays a significant positive role in the process of poverty alleviation in mountainous areas [8]. The creation of tea brand for accelerating the process of rural revitalization, to help tea farmers increase income has an indispensable role [11], the study of tea regional public brand value enhancement path has an important theoretical significance and practical significance.

Resource Orchestration theory has its origins in the resource base view and is a modification of the resource base view from an action perspective [9]. The theory emphasizes that the process of utilizing resources also consumes costs, hence the need to further clarify the process of utilizing resources and transforming them into capabilities. Resource orchestration theory divides the process of transforming resources into concrete into three steps: building, bundling and utilizing, and it emphasizes that not all resources can be transformed into competencies, and that one needs to orchestrate and use one's own unique resources in a practical way [10]. For the value enhancement of regional public brands of agricultural products, it is necessary to identify the unique resources that can be different from other public brands and take specific actions to match them, therefore, we believe that the introduction of the resource orchestration theory will be a good way to help us identify and utilize the key resources that can enhance the value of the brand.

The 4Ps marketing theory, also known as the marketing mix, is a cornerstone concept in the field of marketing [11]. It

consists of four key elements: Product, Price, Place, and Promotion, which together provide a holistic approach to marketing strategy. The ‘Product’ element focuses on the goods or services offered to meet customer needs. ‘Price’ refers to the strategy of setting a price point that reflects the perceived value of the product, the competition, and the cost. ‘Place’ involves offering a product at a location convenient to the consumer. Finally, “Promotion” encompasses all efforts to communicate the benefits of the product to the target market through advertising, sales promotion, public relations, and personal selling. The 4Ps model provides a framework for systematically responding to market opportunities and challenges, and an analytical basis for analyzing the path to value enhancement for regional public brands of agricultural products.

In order to explore the differentiated path for tea public brands to enhance brand value, we take the top twenty valuations in the value assessment report of tea regional public brands as the research object[12], construct a comprehensive analytical framework for the enhancement of the value of tea regional public brands based on the theory of resource coordination and the theory of 4Ps marketing, and analyze the complex causal relationship for the enhancement of the brand value of tea public brands by using the fsQCA method[13].

## 2. Analytical Framework

Existing research lacks empirical discussion on the path of value enhancement of tea regional public brands. Taking the resource coordination theory and 4Ps marketing theory as the theoretical basis, this paper constructs a comprehensive analytical framework for the value enhancement of tea regional public brands from the perspective of ‘resource’ + ‘action’, and identifies six conditions affecting the enhancement of brand value (as shown in Figure 1). The reasons are as follows:

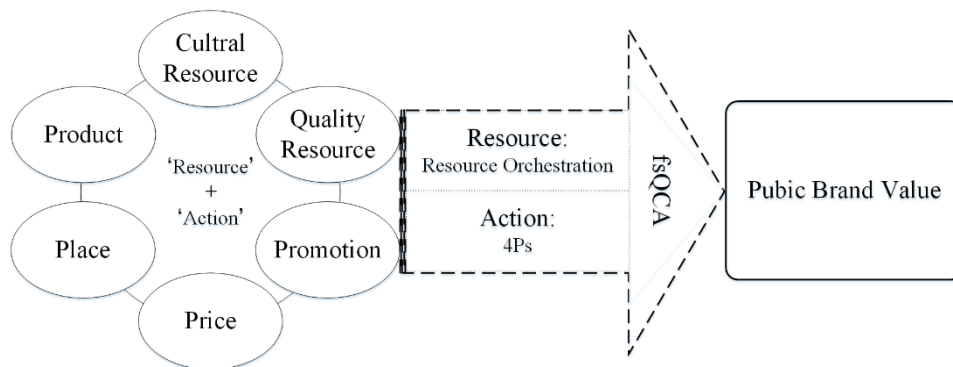


Figure 1. Integrated analytical framework

### 2.1 Resource

**Cultural Resource:** studies have pointed out that the cultural resources specific to tea public brands will affect the brand value [14]. For tea public brands, successful declaration of national intangible cultural heritage will enhance the influence of public brands and gain higher attention. Therefore, we define whether to enter the national intangible cultural heritage list as a cultural resource.

**Quality resource:** Geographical indication (GI) products are unique resources owned by agricultural products in a certain region, and agricultural products rated as geographical indication products have excellent quality and high economic added value [15]. Therefore, we select whether it is a national GI product as a quality resource.

### 2.2 Action

**Price:** Product price is an important factor affecting brand value, and stable price will enhance customer loyalty. We select brand loyalty (the degree of price volatility of a realistic brand) as the price condition in the 2023 China Tea 2023 Regional Public Product Valuation Report [11].

**Promotion:** From the point of view of resource orchestration, the use of its own unique resources for promotions will gain higher profitability, considering the tea brand's own cultural resources and quality resources, we chose the number of tea brands and other brands to open the co-branding activities to indicate the promotional conditions [16].

**Place:** Online sales based on e-commerce platforms will effectively promote the sales and value enhancement of public brands. We use the number of flagship stores of different tea regional public brands on mainstream e-commerce platforms to represent the place.

**Product:** Enhancing product quality plays an important role in improving brand value, and being rated as a national famous, special, high-quality and new agricultural products and China's high-quality agricultural products brand list

represents that the products are of high quality and can be produced on a large scale [17][18]. Therefore, we choose the number of public brands selected as national famous, special, excellent and new agricultural products and fine agricultural product brands to indicate the product.

## 2.3 Data Collection

The data sources are shown in Table 1:

**Table 1. Data sources**

Indicators	Title	Data sources
Outcome	Brand value	2023 China Tea Regional Public Brand Value Assessment Report [12]
Conditions	Cultural resource	Catalog of China's National Intangible Cultural Heritage [15]
	Quality resource	China National Geographical Indication Product List [17]
	Price	2023 China Tea Regional Public Brand Value Assessment Report [18]
	Promotion	News Releases from Public Brands
	Place	E-commerce platforms
	Product	List of Agricultural Brand Excellence Cultivation and List of Famous, Specialized and New Agricultural Products [17] [18]

## 2.4 Calibrations

The measurements of conditions and results are shown in Table 2:

**Table 2. Measurement of conditions and the outcome**

Indicators	Title	Indicator measurements
Outcome	Brand value	Assessment data in the report
Conditions	Cultural resource	Whether it is intangible cultural heritage
	Quality resource	Whether it is a national geographical indication product
	Price	(Average selling price in the last 3 years - standard deviation of selling price) / Average selling price in the last 3 years
	Promotion	Number of brands involved in co-branding
	Place	Number of flagship stores in e-commerce platforms
	Product	Number of entries in the two priority lists []

The results of calibration are shown in Table 3:

**Table 3. Results of calibration**

Indicators		Anchor point		
		Full affiliation	Maximum fuzzy point	Completely unaffiliated
Outcome	Brand value	82.64	49.6	43.8
	Cultural resource	1	/	0
	Quality resource	1	/	0
Conditions	Price	0.898	0.885	0.706
	Promotion	2	1	0
	Place	4	1	0
	Product	1	/	0

## 2.5 Configuration Analysis

Based on the calibrated data, we use the QCA method to analyze the differentiated paths of value enhancement for regional shared brands of tea.

## 2.6 Necessity Analysis

The results of the necessity analysis are shown in Table 4, and it was found that there is no single condition that is necessary to increase the value of the public brand (Consistency of all conditions are less than 90%).

**Table 4. Results of the necessity analysis**

Conditions	Outcome
	brand value
	consistency
Cultural resource	0.745391
~ Cultural resource	0.254609
Quality resource	0.413980
~ Quality resource	0.586020
Price	0.803190
~ Price	0.398145
Promotion	0.417487
~ Promotion	0.815518
Place	0.756023
~ Place	0.539192
Product	0.531614
~ Product	0.468386

## 2.7 Sufficiency Analysis

Through the sufficiency analysis, we concluded four paths to enhance the value of the regional public brand of tea, the results of which are shown in Table 5.

**Table 5. Results of the sufficiency analysis**

Paths	H1	H2	H3	H4
Configurations	1	2	3	4
Cultural resource	●	●	●	●
Quality resource	⊗	●	●	●
Price	⊗	⊗	●	●
Promotion		⊗	●	⊗
Place	●	●	●	●
Product	●	⊗	⊗	●
Consistency	0.911	1	1	1
Raw coverage	0.1856	0.067	0.118	0.062
Unique coverage	0.1856	0.051	0.101	0.062
Configuration coverage	0.417			
Configuration consistency	0.958			

We have come up with four configurations to enhance the value of public brands, which are analyzed as shown below:

Configuration 1 has an unstable price level, but relies on its multiple online sales channels and strong production capacity to enhance the value of the public brand/A typical public brand is Anhua Black Tea. Although Anhua Black Tea has raised its prices in the last two years, it is due to the high quality and production capacity of its own products, coupled with the establishment of flagship outlets on a number of e-commerce platforms, which has led to a continuous increase in the brand value of Anhua Black Tea.

Configuration 2 has cultural resources with quality resources and online flagship stores on multiple platforms as the core conditions, non-high price stability, lack of product quality assurance and promotional actions as the marginal conditions to enhance the value of the communal products. A typical public brand for Anji white tea, Anji white tea prices have been rising in the past two years, the price stability is low, but as a national surface product, Anji white tea has a unique taste and quality, which makes the brand value of Anji white tea can rise rapidly once it gets online sales opportunities.

Configuration 3 achieved a high public brand value with a high number of co-branding activities and a lack of high product quality assurance as the core conditions, and all the other high conditions as marginal conditions. A typical example is Xihu Longjing, a brand whose production capacity may be weak, but which ranks No. 1 in terms of brand value because

of its rich resource conditions, its full development of online sales channels, its maintenance of price stability and its active co-branding campaigns to attract consumers.

Configuration 4 does not consider co-branding campaigns to attract more consumers, and it realizes high brand value with stable price, unique quality and stable product quality and production capacity. A typical example is Xinyang Mao Jian, which does not carry out co-branding activities, and its unique quality, stable price and large production capacity and product quality allow it to remain in the top three of the brand value assessment all year round.

Discussion and implications

### 3. Discussion

From the results of the sufficiency analysis, we can find that the resources identified based on the resource orchestration theory play an important role in realizing high tea public brand value. If a tea public brand becomes intangible cultural heritage, even if its tea also lacks unique quality and taste, as long as it opens up online sales channels and has stable production capacity, it can realize high brand value. Meanwhile, the price increase does not necessarily lead to a reduction in brand value, if the shared products to open up the sales channels based on e-commerce, and has its unique quality resources, the continuous increase in the unit price of the product can enhance the value of the brand.

#### 3.1 Theoretical implication

This paper introduces the resource orchestration theory and the 4P marketing theory to provide a comprehensive analytical framework for studying the value enhancement path of a certain kind of regional public brand of agricultural products.

#### 3.2 Practical implication

The resource endowment and the actions that can be taken by each regional public brand of agricultural products are different, and the conclusions of the paper can provide the most appropriate enhancement paths for different public brands, and provide management insights into the value enhancement of the public brand of tea.

### References

---

- [1] Ministry of Agriculture and Rural Development. (2019). China Agricultural Brand Catalog 2019 Agricultural Products Regional Public Brands. [www.gov.cn](http://www.gov.cn).
- [2] China Agricultural Brand Research Center. (2023). How to realize the regional public brand of agricultural products 'long red'? [www.brand.zju.edu.cn](http://www.brand.zju.edu.cn).
- [3] Sun, Y. Z., Zheng, J. (2018). Literature Review on Regional Public Branding of Agricultural Products. *Rural Economy and Technology*, 29(01), 6-8+17.
- [4] Liu, S. Y., Chen, J. H., Li, D., H. (2023). The Impact of the Value of Regional Public Brand of Agricultural Products on Farmers' Income Increase - Based on the Perspective of Regional Public Brand of Tea. *Agricultural economics and management*, 01, 108-120.
- [5] Sun, Y., Huang, Y., Fang, X., & Yan, F. (2022). The Purchase Intention for Agricultural Products of Regional Public Brands: Examining the Influences of Awareness, Perceived Quality, and Brand Trust. *Mathematical*
- [6] Dong, Y., Gu, Y., & Yang, K. (2021). Agricultural Product Branding, Market Integration, and Agricultural Income Growth. *Journal of Capital University of Economics and Business*, 23(01), 70-80. DOI: 10.13504/j.cnki.issn1008-2700.2021.01.007.
- [7] Su, B., Guan, X., Li, Y., et al. (2021). Spatial Effects of Regional Brand Development of Chinese Tea. *Tea Communication*, 48(4), 744-752. *Problems in Engineering*, 2022, 1-10.
- [8] Wu, R., Chen, H., Yuan, F. (2022). Regional Public Brand: An Effective Path for Industrial Development in Poverty Alleviation Counties. *Macro Quality Research*, 6.
- [9] Xu, D., & Guo, Y. (2018). Building Agricultural Product Brands and the Effect of Poverty Alleviation: A Research Analysis of 9 Prefecture-level Cities in Guizhou Province. *Western Forum*, 28(3), 100-106.
- [10] Sirmon, D. G., Hitt, M. A., Ireland, R. D., & Gilbert, B. A. (2010). Resource Orchestration to Create Competitive Advantage. *Journal of Management*, 37(5), 1390-1412.
- [11] Kotler, & Philip. (2007). *Marketing management*. Upper Saddle River, 17(1), 99-99.
- [12] Hu, X., Wei, C., & Li, Y. (2023). Report on the Evaluation of Regional Public Brand Value of Chinese Tea in 2023. *Chinese Tea*, 6.
- [13] Pappas, I. O., & Woodside, A. G. (2021). Fuzzy-set Qualitative Comparative Analysis (fsQCA): Guidelines for research practice in Information Systems and marketing. *International Journal of Information Management*, 58, 102310.

- [14] Liu, H., & Ma, Y. (2019). Research on Geographic Indications of Tea and Protection of Tea Agricultural Intangible Cultural Heritage in Yunnan Province. *Research on Natural and Cultural Heritage*, 4(10), 60-63.
- [15] China Agricultural Products Public Brand Research Center. (2023). Application for Intangible Cultural Heritage Promotes New Wave of Chinese Tea Branding. [www.brand.zju.edu.cn](http://www.brand.zju.edu.cn).
- [16] Chen, F., & Mao, M. (2023). A Study on the Preceding Configuration and Ascending Path of Emerging Brand Asset Generation. *Journal of Management*, 36(02), 114-130.
- [17] Ministry of Agriculture and Rural Development. (2023). List of Famous, Specialty and New Agricultural Products. [www.aqsc.agri.cn](http://www.aqsc.agri.cn).
- [18] Ministry of Agriculture and Rural Development. (2023). Notice of Ministry of Agriculture and Rural Development on the Announcement of the 2023 Agricultural Brand Excellence Cultivation List.