STRATEGIC BRAND ORIENTATION AND MARKETING SURVIVAL: AN EMPIRICAL INVESTIGATION OF COSMETIC BUSINESSES IN THAILAND

BY

SUPACHAI TUNGBUNYASIRI

A dissertation submitted in partial fulfillment of the requirements for the Doctor of Philosophy degree in Marketing Management at Mahasarakham University

December 2014

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ABSTRACT

In recent years, competition has grown more intense. A new competitor is coming from several directions. For survival in such situation, brand management is focused on the key resources because the brand can be used to identify the organization's products and separate them from that of competitors, add extra value, and reduce the perceived risk. As a result, by applying a more strategic brand approach to marketing activities, the firms can ensure that they are better able to face with market forces and uncertain environments.

The objective of this research is to investigate the relationship between strategic brand orientation and marketing survival through its consequents that are moderated by organization-stakeholder relationship. Moreover, the antecedents of strategic brand orientation are also investigated. Likewise, marketing experience is posited as the moderator of the relationship between antecedents and strategic brand orientation. The conceptual model draws on Resource-Advantage Theory, Contingency Theory, and Stakeholder Theory.

The model is empirically tested by using the collected data of mail surveys from 125 cosmetic businesses in Thailand. The key informants are the marketing directors or marketing managers of each firm. Indeed, the descriptive statistics, correlation, and multiple regression analyses are utilized to examine and prove the relationships among the antecedents, the consequents, and the moderators of strategic brand orientation, which are proposed as twenty-four testable hypotheses.

The results reveal that each dimension of strategic brand orientation has a positive association with different outcomes of strategic brand orientation. For the

relationship among the consequents, organizational product success, competitive reaction effectiveness, and market acceptance outstanding have a significant and positive effect on marketing excellence and marketing advantage. In addition, both marketing excellence and marketing advantage are positively related to marketing survival. The results also show that each antecedent has a positive effect on different dimensions of strategic brand orientation.

For the role of moderators, organization-stakeholder relationship plays a moderating role on the effect of brand identity awareness on market acceptance outstanding, marketing advantage and marketing survival, as well as the effect of brand equity orientation on organizational product success. In addition, marketing experience plays a moderating role on the relationship between firm resource readiness and proactive marketing vision. The suggestions of the results of this research and the conclusions are highlighted as well.

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CHAPTER I

INTRODUCTION

Overview

Every year, competition grows more intense. A new competitor enters the market from several directions, such as from global competitors that aim to increase sales in new markets, from online competitors that seek new cost-efficient distributions, from store brands and private labels that provide low-price alternatives, and from megabrand competitors that extend their brand into new categories to leverage the strength (Kotler and Keller, 2008). In addition, the growth of globalization and the advance of technology lead firms to compete in broader markets – from the domestic level to the global level (Yang and Sun, 2012). The increasing number of competitors and the variety of customer demands in the broader market make it difficult to associate with targeted customers (Barich and Kotler, 1999). For survival in such situations, brand management and branding are focused on as the key areas for both practitioners and marketing academics in the commercial sector (Hankinson, 2001; Sarkar and Singh, 2005) because the brand is used to identify the organization's products and separate them from that of competitors (Ghodeswar, 2008). By applying a more strategic brand approach to marketing activities, firms can ensure that they are better able to face with market forces and uncertain environments (Simões and Dibb, 2001).

The brand is commonly defined as "the name, associated with one or more items in the product line, which is used to identify the source of the character of the item(s)" (Kotler, 2000: 396). Alternatively, brand is also defined as the total collection of all a person's experience with a product, and is constructed at all points of connection with the customer (Kapferer, 2004). The brand can be distinguishing by a name or symbol such as a trademark or logo that intends to differentiate firms' products or services from competitors, and to identify products or services of one or a group of sellers (Ghodeswar, 2008). Moreover, there is a common premise that the brand is more than a given name of the products; it incorporates a whole set of socio-psychological and physical beliefs and attributes (Simões and Dibb, 2001). Pearson (1996) argues that brand also embodies features, customer benefits, and values; thus, it is created from marketers for adding superior value to a product. In sum, besides the abilities to identify firm's products and separate its products from that of competitors, a strong brand can promise a good quality, reduce risk, generate trust, and simplify their choices (Keller and Lehmann, 2006). It can be the answer for whoever that needs to survive with intensive competition.

Brand also affects product life cycle because it is included in the product mix. According to the Product Life Cycle Theory, a product's life cycle is considered as following four stages, including introduction, growth, maturity, and decline. Each stage of the product life cycle requires a different marketing mix (Miller, 2001) and different marketing strategies (Hong, 2013). In the introduction stage, the organization's products are developed and introduced into the market. Likewise, it is necessary to introduce a brand name (Miller, 2001) because the common role of the brand is to identify who that seller is and differentiate the product from competitors' product (Ghodeswar, 2008). In the growth stage, more customers become aware of the organization's products and revenue begin to increase rapidly. The enhancement of product uniqueness is an appropriate marketing strategy (Hong, 2013). So, brand identity must be developed and brand image must be associated with the customers to create distinctive features for organization's products. In the maturity stage, the sales become stable and brand awareness is strong (Krishnamoorthi, 2012). Maintaining market share is the recommended strategy (Hong, 2013); thus, brand management that aims to maintain the brand is important for the organization. Finally, in decline stage, the market becomes saturated, so the sales begin to decrease. A strong brand can increase the success of new product launching.

In the literature, brand orientation is the merging between brand concept and business orientation, based on the resource-based view of the firm (Evan, Bridson, and Rentschler, 2012). Urde (1994: 117) first introduced brand orientation concepts and later defined it as "an approach in which the processes of the organization revolve around the creation, development and protection of brand identity in an ongoing interaction with target customers with the aim of achieving lasting competitive advantage in the form of brand." This concept holds to the behavioral approach. In contrast, Hankinson (2001: 231) refined brand orientation in the form of the philosophical approach and defined it as “the extent to which organizations regard themselves as brand and an indication of how much (or how little) the organization accepts the theory and practice of branding.” In addition, several researchers have attempted to develop an alternative definition of brand orientation based on behavioral (e.g. Bridson and Evan, 2004; Gromark and Melin, 2011) and philosophical approaches (e.g. Ewing and Napoli, 2005; Wong and Merrilees, 2008). Because there is a diversity of alternative definitions of brand orientation, this research summarizes these various definitions of brand orientation in the next chapter. Although each definition of brand orientation is interesting, this research synthesizes the prior definitions and incorporates them with the concept of strategic orientation to develop a comprehensive definition of strategic brand orientation. It is more closely aligned to brand orientation and it is defined as “the goal and guideline set by an organization for assigning all marketing activities and strategies to create, develop, associate, and protect brand identity and brand equity for creating a long-term relationship with external stakeholders and achieving competitive advantage in the form of strong brands” (Bridson, and Evans, 2004; Ewing and Napoli, 2005; Urde, 1999; Urde, Baumgarth, and Merrilees, 2013). In addition, the prior literature found that there has been little research examining regarding the relationship between brand orientation and other variables and they have been investigated in the limited scope of performance, such as brand performance, financial performance (Wong and Merrilees, 2008), and marketing performance (Baumgarth, 2009). As a result, it stimulates this research to develop clear dimensions of strategic brand orientation, understand regarding strategic brand orientation concept and identify its antecedents, moderators, and consequents.

This research provides some theoretical contributions and managerial implications. The main theoretical contribution is to conceptualize strategic brand orientation as a multi-dimensional construct which is newly developed in addition to the prior literature. As a result, it clarifies the nature of strategic brand orientation for future research. This research also attempts to incorporate various relevant theories, including Resource-Advantage Theory (Hunt and Morgan, 1995), Contingency Theory (Drazin and Van de Ven, 1985), and Stakeholder Theory (Stieb, 2009) to offer logical links in a conceptual model.

In the prior literature, several researchers have highlighted that branding plays a vital role in the service sector because a strong brand will help customers to better conceive, assess, and understand intangible products offered by service firms. So, it can imply that a safe place for customers is a strong brand (Berry, 2000; Simões and Dibb, 2001). However, in terms of brand orientation, few service industries have been investigated, such as museums (Baumgarth, 2009; Evan, Bridson, and Rentschler, 2012), and charities (Hankinson, 2001). Brand orientation has been also examined on the spectrum of manufacturing industries (Bridson and Evan, 2004; Simões and Dibb, 2001; Urde, Baumgarth, and Merrilees, 2013). In addition, some researchers investigated it by using specific business types: business-to-business sector (Baumgarth, 2010), SME sector (Wong and Merriless, 2005), and nonprofit organization sector (Ewing and Napoli, 2005). As a result, it suggests that brand orientation will act as an important strategic orientation for most of all businesses. In this research, cosmetic businesses have been chosen as the population of this research because customers make harder decisions for selecting cosmetics and medical products. They are involved with several perceived risks, including financial (associated with the potential monetary loss), functional (related to the product performance), physical (relative to health or physical well-being), psychological (associated with the individual's self-esteem), and social (relative to the perception of other individuals regarding the consumer) (Jacoby and Kaplan, 1972). So, strong brand that can increase customer trust and can reduce customers' perceived monetary, social or safety risks is an important strategic resource for the decision-making process of customers (Berry, 2000). In addition, the cosmetic market in Thailand has a large market value. In 2010, the overall value of the Thai cosmetic market was approximately US $1.134 million (34 billion Baht) (Kasikorn Research Center, 2010). In addition, the cosmetic market of Thailand is targeted by several countries such as Australia and the United States (Thanisorn and Bunchapattanasakda, 2011). Moreover, Thailand's cosmetic businesses are faced with an intense competitive environment which stems from changes in the external environment, including the Thai Baht's appreciation, advances in technology, and the ASEAN Free Trade Area (Pansuppawatt and Ussahawanitchakit, 2011).

Purposes of the Research

The main purpose of this research is to investigate the relationship between strategic brand orientation and marketing survival. The specific research purposes are also as follows:

1. To investigate the relationships among each of five dimensions of strategic brand orientation, organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival,

2. To examine the relationships among organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, and marketing advantage,

3. To examine the effect of marketing excellence on marketing advantage and marketing survival,

4. To test the effect of marketing advantage on marketing survival,

5. To investigate the relationships among proactive marketing vision, marketing leadership, marketing resource readiness, competitive intensity, and each of five dimensions of strategic brand orientation,

6. To test the moderating role of the organization-stakeholder relationship on the relationships among each of five dimensions of strategic brand orientation, organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival, and

7. To test the moderating role of marketing experience on the relationships among proactive marketing vision, marketing leadership, marketing resource readiness, competitive intensity, and each of five dimensions of strategic brand orientation.

Research Questions

The key research question is how does strategic brand orientation relate to marketing survival? Moreover, the specific research questions are as follows:

1. How does each of five dimensions of strategic brand orientation relate to unconditional customer fulfillment, organizational product success, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage and marketing survival?

2. How does organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance relate to marketing excellence and marketing advantage?

3. How does marketing excellence relate to marketing advantage and marketing survival?

4. How does marketing advantage relate to marketing survival?

5. How does proactive marketing vision, marketing leadership, marketing resource readiness, and competitive intensity relate to each of five dimensions of strategic brand orientation?

6. How does organization-stakeholder relationship moderate the relationships among each of five dimensions of strategic brand orientation, organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival?

7. How does marketing experience moderate the relationships among proactive marketing vision, marketing leadership, marketing resource readiness, competitive intensity, and each of five dimensions of strategic brand orientation?

Scope of the Research

The main purpose of this research is to examine the relationship between strategic brand orientation and marketing survival in cosmetic businesses in Thailand. Several variables are included in the conceptual framework as follows. Strategic brand orientation plays an important role as an independent variable and is defined as the goal and guideline set by an organization for assigning all marketing activities and strategies to create, develop, associate, and protect brand identity and brand equity for creating a long-term relationship with external stakeholders and achieving competitive advantage in the form of strong brands (Bridson, and Evans, 2003; Ewing and Napoli, 2005; Urde, 1999; 2011). It consists of five dimensions: brand vision focus, brand identity awareness, brand image concern, brand value concentration and brand equity orientation. The consequents of strategic brand orientation are also investigated, namely, organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Likewise, antecedents that are both internal and external factors determine strategic brand orientation. These factors include proactive marketing vision, marketing leadership, marketing resource readiness, and competitive intensity. Moreover, two moderators, comprising marketing experience and organizational-stakeholder relationships are tested.

The theories that are employed are Resource Advantage Theory, Contingency Theory, and Stakeholder Theory. They are applied for explaining the conceptual framework and for developing a set of testable hypotheses. Firstly, Resource-Advantage Theory (R-A Theory) was first introduced by Hunt and Morgan (1995) to describe why some firms perform more successfully than others in the same industry. The core premise of the theory proposes that firms which occupy distinctive resources have a character that is rare, valuable, non-substitutable, and imperfectly imitatable. This will achieve comparative advantage over competitors in the marketplace. Its resources can be called a resource advantage. The resource advantage helps firms produce superior value and/or reduce relative cost compared with competitors, and in turn leads to gain market position advantage and superior financial performance (Hunt, 1999; Morgan and Hunt, 1995). This research uses R-A Theory to explain the relationships among strategic brand orientation and its consequents. Strategic brand orientation is the main strategic orientation for which all marketing processes or activities are planned and operated to create, develop, communicate, and protect brand identity and brand equity. The outcome of a brand-oriented firm is a strong brand that is a firm's resource advantage because it incorporates features, customer benefits, and values and it adds superior value to a product (Pearson, 1996). Thus, a strong brand will help firms gain greater outcome advantages regarding product introduction, customer needs, competitor response, and market acceptance over competitors. Then, these outcomes enable firms to handle advantages in a competitive market position with competitors in the industry that increase marketing excellence, marketing advantage, and marketing survival.

Secondly, Contingency Theory (Drazin and Van de Ven, 1985) explains that there is no best decision that is appropriate for all situations. That is, the decisions of organizational strategy rely on the interaction between internal factors and external factors (Hofer, 1975; Atuahene-Gima and Murray, 2004). Thus, this study applies the concept of Contingency Theory to delineate the relationships among antecedents, moderators, and independent variables that use the strategic brand orientation by firms to rely on internal factors comprising proactive marketing vision, marketing leadership, business resource readiness, marketing experience, and organization – stakeholder relationship, as well as external factor including competitive intensity.

Finally, Stakeholder Theory (Freeman, 2004; Stieb, 2008) suggests that firms should focus on both financial and social performance instead of concentrating only on financial performance (Miles, 2012). The relationship between stakeholders and the organization is an ethical requirement and a strategic resource that can help a firm to gain competitive advantage (Cennamo, Berrone, and Gomez-Mejia, 2009; Plaza-Ubeda, de Burgos-Jimenez, and Carmona-Moreno, 2010) Thus, this research applies Stakeholder Theory to explain the moderating role of organization-stakeholder relationship on the relationship between each dimension of strategic brand orientation and its consequents.

Cosmetic businesses have been selected as a population and a sample group for testing. The population data are provided from the database of Department of Business Development (DBD), Thailand. A total of 683 businesses are the population of this research, from which the sample was drawn, and marketing managers and marketing directors have been chosen as key informants. Data has been collected by a questionnaire survey that was mailed to each firm. For data analysis, both descriptive and inferential statistical techniques consisting of factor analysis, correlation analysis, and regression analysis are employed in this research for validating the quality of instruments and analyzing the empirical data. In addition, the test of non-response bias is used to prevent possible response bias problems between early and late respondents.

Organization of the Dissertation

This research is organized into five chapters as follows: chapter one provides an overview and the motivation of the research, the role of brand orientation on its antecedents and consequents, the purpose of the research, the research questions, the scope of the research, and the organization of the dissertation. Chapter two reviews prior empirical research and relevant literature, proposes the theoretical framework to explain the conceptual model, and develops the related hypotheses. Chapter three describes the research methods, comprising the sample selection, data collection procedure, development of the measurements of each construct, the verification of the survey instrument by testing the reliability and validity, the statistical analyses and equations testing the hypotheses, and the table summarizing the definitions and operational variables of the constructs. Chapter four presents the results of statistical testing, demonstrates the empirical results and provides a discussion in full detail. Finally, chapter five identifies the details of the conclusion, the theoretical and managerial contributions, the limitations, and suggestions for future research directions.

CHAPTER II

LITERATURE REVIEWS AND CONCEPTUAL FRAMEWORK

The previous chapter introduced the overview of strategic brand orientation and suggested the objectives of the research, the research questions and the scope of the research. This chapter provides insight about strategic brand orientation and its relevant variables. The conceptual framework and hypotheses are also developed by reviewing related literature and theories.

Strategic brand orientation has been chosen as the main construct. The research attempts to explore related factors for the emerging of strategic brand orientation and the outcomes of firms which emphasize strategic brand orientation as a main strategic orientation. The relationships among constructs in the conceptual model, including strategic brand orientation, antecedents, consequents, and moderators can be explained by three theories: Resource-Advantage Theory, Contingency Theory, and Stakeholder Theory. In addition, prior literature is also reviewed to more deeply understand this phenomenon.

This chapter is organized in three sections. Firstly, relevant theories are suggested to explain the relationship among constructs in the conceptual framework. Secondly, for all constructs, the related prior literatures are reviewed, and the definitions are defined. Finally, the comprehensive conceptual model is illustrated and the hypotheses are developed.

Theoretical Foundations

The literature on brand orientation emphasizes the goal and direction for creating, developing, communicating, and protection strong brands to gain competitive positioning advantage, and by using brand as resource advantage. So, Resource-Advantage Theory is applied to explain why brand-oriented firms can be able to survive in an intensely competitive environment. Also, Contingency Theory is used to explore the important role of both internal and external factors that influence the adoption of brand orientation. Moreover, Stakeholder Theory is applied to explain the moderating role of corporate-stakeholder relationships on strategic brand orientation and its consequents.

Resource-Advantage Theory

Resource-Advantage Theory or Comparative Advantage Theory is an important theory to explain how firms achieve better financial performance than their competitors through a sustainable competitive advantage in the market (Hunt and Morgan, 1995; Hunt, 1999). Resource-Advantage Theory was developed from the previous Comparative Advantage Theory. Ten premises of Comparative Advantage Theory, contrary to Perfect Competition Theory, are that: (1) consumer need is heterogeneous and dynamic; (2) consumers have imperfect information regarding products; (3) constrained self-interest seeks motives of both customers and managers; (4) superior financial performance is a primary objective; (5) similarly with the second premise, firms also have imperfect information (6) resources can be categorized as financial, physical, legal, human, organizational, informational and relational; (7) the resources of each firm are different and cannot be transferred completely; (8) the role of management is to recognize, understand, create, select, implement and modify strategies; (9) the environment affects the conduct and performance of firms; and (10) comparative advantage is the nature of competition (Hunt, 1995).

According to the premises of Resource Advantage Theory, all firms cannot be superior at the same time. The financial performance of each firm relies on an assortment of their resources (Hunt and Morgan, 1996). When a firm has rare resources, it has the potential for creating a competitive advantage (Barney, 1991). Competitive advantage resources are able to create a greater market offering than competitors through (1) offering superior value to market segments, and (2) producing at lower cost. The firm that possesses advantageous resources tends to occupy a market position advantage and, in turn, achieves superior financial performance and superior quality, efficiency, and innovation (Hunt and Morgan, 1995).

In this research, strategic brand orientation is viewed as the strategic marketing approach of firms to create competitive advantage through the use of brand equity as the comparative advantage resource because it can add extra value to the products of firms (Gromark and Melin, 2011; Hankinson, 2005; Urde, 1994). Brand-oriented firms tend to achieve marketplace positioning advantage and better financial performance (Hunt and Morgan, 1995; 1996). In the other words, strong brand is likely to help products to increase sales volume, motivate latent needs of the customer, retort against competitor offerings, gain market acceptance, create superiority in the marketing process, and increase financial performance. As a result, this theory delineates the relationship between strategic brand orientation and its consequents, including organizational product success, unconditional customer fulfillment, and competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival.

Contingency Theory

Contingency Theory consists of four basic principles as follows: firstly, there is no universal way for an organization to achieve business success in all situations; secondly, the shape of the organization must be congruent with the environment; thirdly, an effective organization has a good fit with both environment and its sub-systems; and finally, the needs of an organization are more responsive when they are fittingly designed for both the tasks undertaken and the nature of the work group (Fiedler, 1964). In summary, Contingency Theory proposes that the form of organization structure relies on the interaction between internal structure and external factors; on the one hand, the internal factor consists of any firms' characteristics such as goals, size, experience, resources, organizational capacity to learn, technology, and competitive strategy (Abdel-Kader and Luther, 2008; Anderson and Lanen, 1999; Baines and Langfield-Smith, 2003; Gordan and Miller, 1976). On the other hand, the external factor includes environmental changes such as competitive intensity, and environment and economic uncertainty (Anderson and Lanen, 1999; Ensley, Pearce, and Hmieleski, 2006; Gordan and Miller, 1976). Not only organizational structure, but also other organizational activities are shaped by internal and external factors. For example, Fiedler (1964) argues that the actions of the organization rely on the internal and external situation. Also, Pleshko and Heiens (2011) suggest that "no universal set of strategic choices exists that is optimal for all businesses" (Ginsberg and Venkatraman, 1985; Galbraith, 1973). Corporate or business strategy is contingency-based on the amount of fit between structural and environmental variables that are determinants of organization effectiveness (Shenhar, 2001).

Because Contingency Theory suggests that the decisions of the firm, such as marketing strategy, depend on the interaction between internal and external factors (Shenhar, 2001), this theory can explain the relationship among internal factors (including proactive marketing vision, marketing leadership, firm resource readiness, and firm experience), external factors (such as competitive intensity), and marketing strategy (strategic brand orientation). Therefore, any decision regarding the use of strategic brand orientation as a main strategic orientation of the firm to achieve marketing survival depends on marketing leadership vision and abilities, firm resources, marketing experience, and the competitive market situation.

Stakeholder Theory

Stakeholders are groups or individuals who can influence, or are influenced by the results or actions of an organization (Freeman, 1984). For marketing scope, stakeholders are categorized into four groups: internal partnerships (employees, business units, functional departments), external partnerships (competitors, nonprofit organizations, government), supplier partnerships (goods suppliers, services suppliers), and buyer partnerships (intermediate customers, ultimate customers) (Morgan and Hunt, 1994).

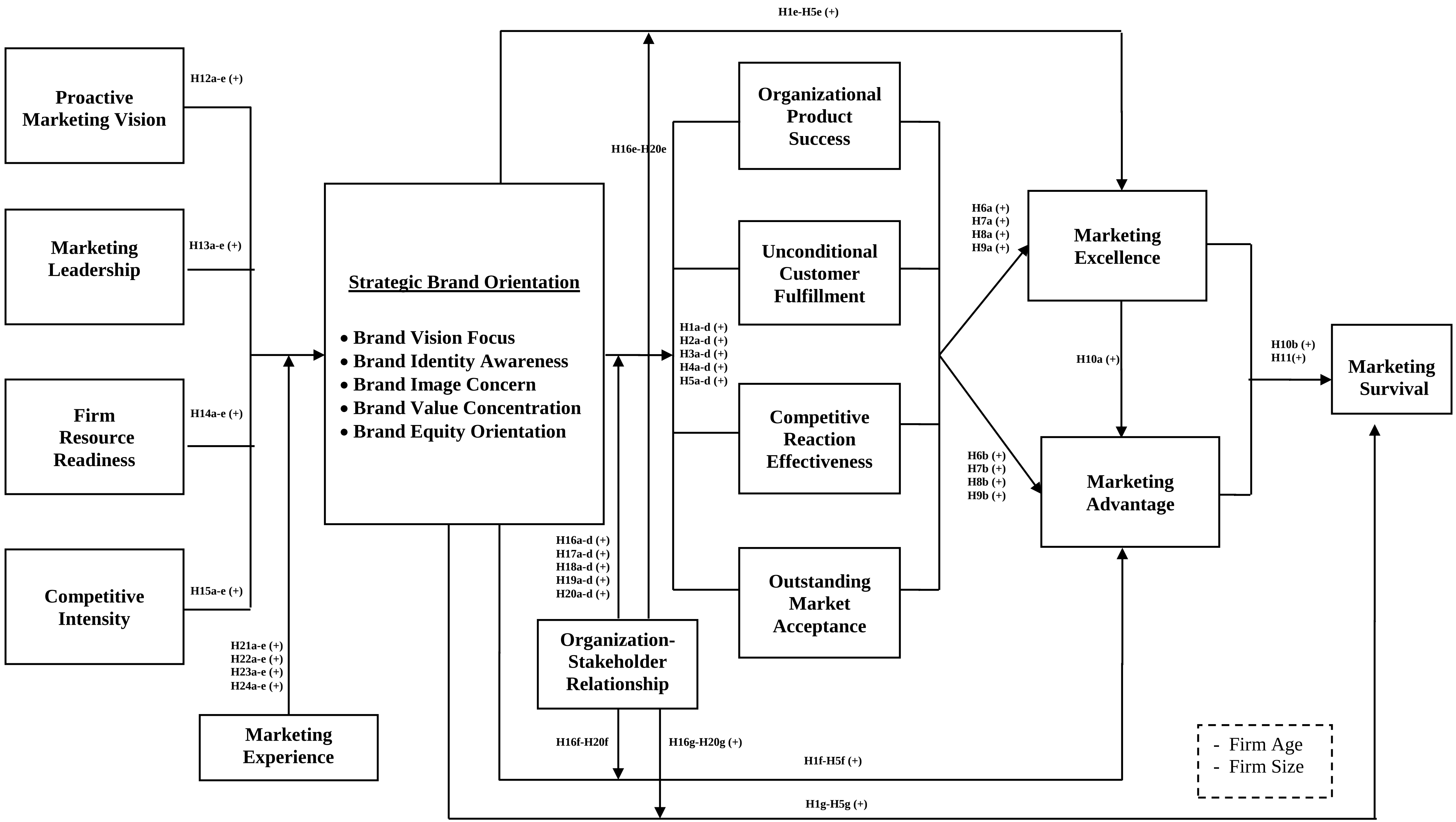
In the traditional view, the main actions and decisions of the organization are to improve the wealth of their shareholders who own shares in the organization. Differently, the stakeholder view suggests that the actions and decisions of the organization should be based on economic factors, and are at the expense of other types of interests (Freeman, 2002). So, the organization should emphasize not only the financial performance, but also social performance. The organization should attempt to understand, respect, and meet the needs of all of those who affect the organization's outcomes (Miles, 2012; Stieb, 2009). Kaler (2003) concludes that there are two types of stakeholder theory: (1). A theory in which firms have a perfect responsibility toward both nonshareholders and shareholders and (2) A theory in which firms perfectly concern shareholders, but they imperfectly concern nonshareholders.

Stakeholder theory can be seen from three perspectives, including descriptive, instrumental, and normative (Donaldson and Preston, 1995). (1) Descriptive perspective argues that because organizations inevitably interact with several stakeholders, organizations should have a responsibility to satisfy the wide range of stakeholders instead of only shareholders. Thus, shareholder management is used in any firm to balance the organization's needs with the stakeholder's needs (Clarkson, 1991). (2) Instrumental perspective mentions that firms that emphasize their stakeholders will be more successful than others that do not. As a result, the relationship between stakeholder strategies and an organization's performance will be explored. (3) Normative perspective indicates why stakeholders should be considered by firms.

According to Stakeholder Theory, the decisions of the organization that incorporates stakeholder perspectives are considered as ethical requirements and strategic resources that help the organization to provide an organization's competitive advantage (Cennamo, Berrone, and Gomez-Mejia, 2009; Plaza-Ubeda, de Burgos-Jimenez, and Carmona-Moreno, 2010). Likewise, Berman et al. (1999) found that stakeholder relationship can improve the efficiency of firm strategy to increase financial performance. Thus, this research applies Stakeholder Theory to explain the moderating role of the organization-stakeholder relationship on the relationship between strategic brand orientation and its consequents.

Overall, strategic brand orientation is viewed as a strategic orientation of the firm to achieve marketing survival. Resource-Advantage Theory is used to explain that brand equity, an output of a brand-oriented firm, is a resource advantage to help firms compete with rivals within the industry. Moreover, Contingency Theory is applied to delineate the use of brand orientation strategy that is effective when firms are concerned with internal and external factors, including proactive marketing vision, marketing leadership, firm resource readiness, firm experience, and competitive intensity. In addition, Stakeholder Theory suggests that the organizational outcomes of strategic brand orientation are increased when the organization emphasizes the relationship with stakeholders that explain the moderating role of organization-stakeholder relationship. Thus, a conceptual model of this research is illustrated in Figure 1 as below.

Figure 1 Conceptual Model of Strategic Brand Orientation and Marketing Survival: An Empirical Investigation of the Cosmetic Businesses in Thailand



Review of Relevant Literature and Research Hypotheses

Relevant literature which is used to develop the conceptual framework is shown in Figure 1. The framework includes a main construct, namely, strategic brand orientation, and it consists of five dimensions. In addition, the consequents of strategic brand orientation are: organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Besides, there are four factors influencing the use of strategic brand orientation, namely, proactive marketing vision, marketing leadership, firm resource readiness, and competitive intensity.

In terms of moderators, there are two moderating variables posited for this study. Marketing experience is a first moderating variable. It is predicted to increase the positive relationship between four antecedents and the five dimensions of strategic brand orientation. Moreover, organization-stakeholder relationship, the second moderating variable, is predicted to strengthen the relationship between the dimensions of strategic brand orientation and its consequents comprising organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding marketing acceptance, marketing excellence, marketing advantage, and marketing survival.

In the aforementioned view, this research agenda is proposed to link the key theoretical aspects of strategic brand orientation by emphasizing the linkages between the antecedents and consequents. These summarized reviews of the research are also illustrated in Figure 1.

Strategic Brand Orientation

In traditional marketing literature, market orientation is a classic concept of marketing (Urde, Baumgarth, and Merrilees, 2013) that has as its aim to acquire and respond to customer needs and customer actions (Kohli and Jaworski, 1990; Narver and Slater, 1990). Consistently, branding is built from the outside-in approach, suggesting how brands should define themselves by asking of the targeted segment what the brand should stand for (Ind and Bjerke, 2007). Although market orientation is accepted and applied to the number of firms to increase the financial performance, market orientation is argued as being short-term, less complicated, and at a fundamental level (Urde, 1999). As a result, the concept of brand orientation is introduced as a new perspective of brand that emphasizes brand as a resource and strategic hub (Melin, 1997; Urde, 1994; 1997). Brand orientation contrasts with the concept of market orientation because it focuses on the outside-in approach, suggesting that the firm must pick the brand direction by itself, confidently follow the brand direction, to the market, and declare what we stand for and the way we are going (Ind and Bjerke, 2007). Brand orientation emphasizes building and using the brand to make it sub-ordinate to the customer needs and wants (inside-out approach) instead of being directly responsible to customer needs and wants (outside-in approach) (Urde, Baumgarth, and Merrilees, 2013). Although the market orientation concept and brand orientation concept are extremely contrasting, brand orientation can add a degree of sophistication to market orientation (Urde, 1999).

Strategic brand orientation acts as a key component of this research. It has been incorporated from brand orientation literature that had been proposed in 1990s. However, the definitions of brand orientation remain varied. Several alternative definitions of brand orientation are introduced, based on two perspectives, including behavioral and philosophical (Evan, Bridson, and Rentschler, 2012). On the one hand, the behavioral perspective originally refers to “an approach in which the processes of the organization revolve around the creation, development and protection of brand identity in an ongoing interaction with target customers with the aim of achieving a lasting competitive advantage in the form of brand.” (Urde, 1994) Then, Bridson and Evans (2004) realign the definitions of brand orientation based on a behavioral view, and define it as “the degree to which the organization values brand and its practices are oriented towards building brand capabilities." On the other hand, in terms of a philosophical view, Hankinson (2001) defines brand orientation as "the extent to which organization regards themselves as brand and indication how much (or how little) the organization accepts the theory and practice of branding." Then, Wong and Merrilees (2005; 2007; 2008) also define brand orientation as "a mindset that ensures that the brand will be recognized, featured and favored in the marketing strategy." Moreover, Ewing and Napoli (2005) refine a new definition by reconciling both a philosophical and behavioral approach to brand orientation, and define it as "the organization-wide process of generating and sustaining a shared sense of brand meaning that provides superior value to stakeholders and superior performance to the organization." To conclude, this research synthesizes the alternative definitions of brand orientation with the concept of strategic orientation that is referred to as "… the guiding principles that influence a firm's marketing and strategy-making activities" (Noble, Sinha, and Kumar, 2002: 25), and define strategic brand orientation as "the goals and guidelines set by an organization for assigning all marketing activities and strategies to create, develop, associate, and protect brand identity and brand equity for creating a long-term relationship with external stakeholders and achieving competitive advantage in the form of strong brands."

Several perspectives of brand orientation entail different dimensions. Hankinson (2001) firstly introduced four dimensions that are associated with the capability and behavior of brand orientation, comprising the understanding the brand, communicating the brand, using brand as a strategic resource, and managing the brand deliberately and actively. Then, Reid, Luxton, and Mavondo (2005) suggested six dimensions associated with attitudes and capabilities of brand-oriented firms, including shared-brand vision, shared-brand personality, shared-brand positioning, brand return on investment, brand symbolism, and brand value-adding capability. Differently, Ewing and Napoli (2005) advocate three concepts associated with the capabilities of brand-oriented firms consisting of interaction, orchestration, and affect. In addition, Gromark and Melin (2010) present eight dimensions of brand orientation; including approach, implementation, goals and follow-up, relationships, identity development and protection, operational development, responsibility and roles, and the top management's participation. This research propose five new dimensions of strategic brand orientation, comprising brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation.

A summary of the key literature reviews on strategic brand orientation is presented in Table 1: “A Summary of the Key Conceptual Papers of Strategic Brand Orientation,” and Table 2: “A Summary of the Key Empirical Research of Strategic Brand Orientation.”

Table 1 Summary of the Key Conceptual Papers of Strategic brand orientation

Authors (Year)	**Key Content**
Urde (1994)	The article suggests three drivers of emerging brand orientation approach, provides a case study of Pharmacia Nicorette that shifted them from a product-oriented to a brand-oriented firm, introduces the concept of brand orientation in term of the behavioral aspect, and recommends the way to transit from the product focus to brand orientation.
Urde (1999)	The article explains the way in which brand is mentally approached or about the overarching conceptual framework that are used by brand-oriented organizations. It extends knowledge about the brand hexagon concept, and provides more understanding regarding the basic concept of brand orientation
De Chernatory (2001)	The article proposes the strategic process for building and sustaining the brand. This process relates to brand vision, organization culture, setting brand objectives, the forces that influence the brand, brand essence, internal implementation, brand resourcing, and brand evaluation.

Table 1 (Continued)

Authors (Year)	**Key Content**
Simões and Dibb (2001)	The article reconceptualizes the concept of brand orientation by reviewing three case studies consisting of Lego, Mc Donald's and JCB to explore the issues in the branding debate regarding a series of innovation concepts to branding, and to illustrate how brand management is changing in response to market and environment changes.
Raggio and Leone (2007)	The paper proposes a new framework for conceptualizing brand equity that distinguishes between brand equity and brand value. Brand equity is conceived of as an intrapersonal construct that moderates the impact of marketing activities, while brand value is the sales replacement value of a brand.
Ghodeswar (2008)	The paper proposes a conceptual model called the PDCL model, which describes the important elements of brand building, including positioning the brand, communicating the brand message, delivering the brand performance, and leveraging the brand equity. This model is developed from a literature review and three case studies of successful brands in India. PDCL model can serve as a guideline to build brand identity of their brand in their target market.
M'zungu, Merrilees, and Miller (2010)	The article suggests a conceptual framework of brand management that ought to play a vital role in safeguarding brand equity. It consists of a three-stage process comprising adopting a brand orientation mindset, developing internal branding capabilities, and delivering brand.

Table 1 (Continued)

Authors (Year)	**Key Content**
Urde, Baumgarth, and Merrilees (2013)	The article explores the interaction between two contrasting strategic options, namely, market orientation and brand orientation. On the one hand, market orientation is outside-in approach that concentrates on acquiring and responding to customer needs. On the other hand, brand orientation focuses on inside-out perspective which concentrates on building brand to create unconditional customer needs. Each type of interaction is described based on several case studies.

Table 2 Summary of a Literature Review of Key Empirical Research on Strategic Brand Orientation

Authors	Title	Independent Variables	Dependent Variables	Results
Hankinson (2001)	Brand orientation in the Top 500 fundraising charities in the UK	-	-	The study conceptualizes four dimensions of brand orientation in the charity sector, namely, understanding the brand, identifying brand values, communicating to multiple publics, and using the brand as strategic resource, by using fifteen individual in-depth interviews and confirming its dimensions by using factor analysis.
Bridson and Evan (2004)	The secret to a fashion advantage is brand orientation	Brand orientation dimensions, namely, distinctive capabilities, functional capabilities, Value adding capabilities, symbolic capabilities	Retail offer advantage, including merchandise advantage, communication advantage, trading advantage, and customer service advantage	There are strongly positive effects between brand orientation and all aspects of retail offer advantage. However, each dimension of brand orientation only influences some aspects of retail offer advantage.

Table 2 (Continued)

Authors	Title	Independent Variables	Dependent Variables	Results
Ewing and Napoli (2005)	Developing and validating a multidimensional nonprofit brand orientation scale	-	-	Three dimensions of non-profit brand orientation are identified, namely, interaction, orchestration, and affect. In addition, all three dimensions of non-profit brand orientation affect the ability to achieve goals and brand management effectiveness.
Wong and Merrilees (2008)	The performance benefits of being brand-oriented	Brand barriers	Brand orientation, brand distinctiveness, innovation, brand performance, and financial performance.	Brand barriers have a negative effect on brand orientation while brand orientation has directly positively effects on brand distinctiveness and brand performance, and it has indirectly positive effects on innovation and financial performance.

Table 2 (Continued)

Authors	Title	Independent Variables	Dependent Variables	Results
Baumgarth (2008)	"Living the brand": brand orientation in the business to business sector	Cultural aspects comprising value, norms and artifacts of brand orientation, and behavioral aspects of brand orientation including behavior of brand orientation	Market performance, Economic performance	Brand orientation in terms of culture begins with brand orientation as a value, norms, and artifacts of brand orientation, and then norms and artifacts affect behavior of brand orientation, and in turn influence economic performance via market performance.
Baumgarth (2009)	Brand orientation of museums: Model and empirical results	Cultural aspects comprising value, norms and artifacts of brand orientation, and behavioral aspects of brand orientation including behavior of brand orientation.	Marketing performance, Financial performance	Cultural perspectives affect behavioral aspects of brand orientation and consequently positively influence market and culture performance.

Table 2 (Continued)

Authors	**Title**	**Independent Variables**	**Dependent Variables**	**Results**
Gromark and Melin (2010)	The underlying dimension of brand orientation and its impact on financial performance	Eight dimensions of brand orientation	Profitability	By factor analysis, eight dimensions of brand orientation are identified, namely, approach, implementation, operational development, relationships, identity development and protection, the goal and follow-up, responsibility and roles, and top management participation. In addition, all dimensions positively affect profitability.
Evans, Bridson, and Rentschler (2012)	Drivers, impediments, and manifestations of brand orientation	Seven factors of internal antecedents and five factors of external antecedents	Two philosophical dimensions, and four behavioral dimensions of brand orientation	From several case studies, seven factors of internal antecedents and five factors of external antecedents are recognized. Also, two philosophical dimensions, and four behavioral dimensions of brand orientation are identified.

Table 2 (Continued)

Authors	Title	Independent Variables	Dependent Variables	Results
Rahman, Hasan, and Floyd (2013)	Brand orientation as a strategy that influences the adoption of innovation in the bottom of the pyramid market	Five characteristics of innovation and brand orientation.	Rate of adoption of innovation.	The result shows that only two characteristics influence the rate of adoption of innovation, namely, relative advantage and complexity. In addition, brand orientation affects the rate of adoption of innovation.
Najafizadeh et al. (2013)	An investigation into the advantages of brand-orientation over corporate's brand differentiation, brand performance and financial performance	Brand orientation	Brand differentiation, innovation, brand performance, and financial performance.	As with Wong and Merrilees (2008), results show that all paths are correct sign and statistically significant. Brand orientation has a directly positive effect on brand differentiation and brand performance, and it has an indirectly positive effect on innovation and financial performance.

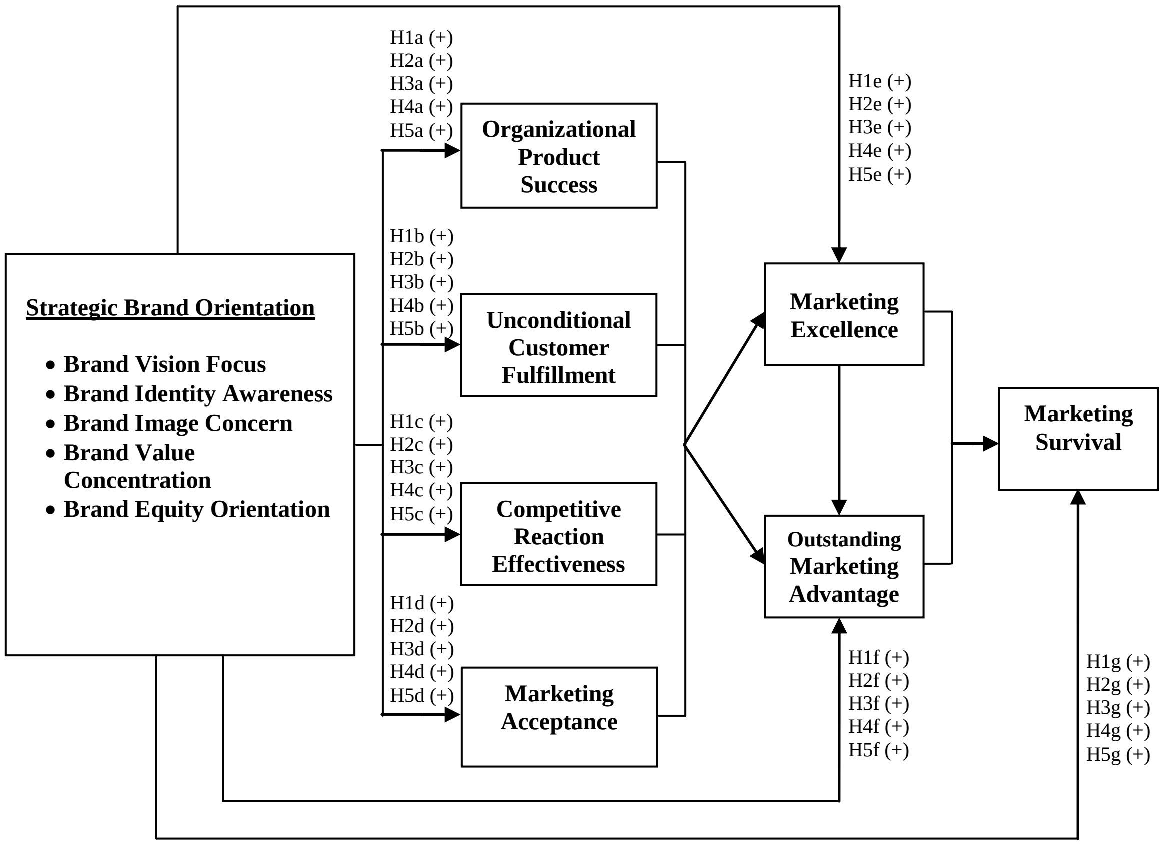
Table 2 (Continued)

Authors	**Title**	**Independent Variables**	**Dependent Variables**	**Results**
King, So, and Grace (2013)	The influence of service brand orientation on hotel employees attitudes and behaviors in China	Service brand orientation	Employee customer orientation, employee brand oriented behavior, and employee customer oriented behavior	The findings indicate that service brand orientation directly affects employee customer orientation and employee brand oriented behavior, as well as indirectly influencing employee customer oriented behavior through employee customer orientation.
Ahmed and Iqbal (2013)	The impact of market orientation and brand orientation on strengthening brand performance: An insight from the Beverage industry of Pakistan.	Dimensions of market orientation comprising customer orientation, competitor orientation, and inter-functional coordination	Brand orientation and brand performance.	The results suggests that customer orientation and interfunctional coordination has a positive effect on brand orientation, Moreover, brand orientation has a substantial impact on strengthening brand performance.

The Effects of Brand Orientation on Its Consequents

This section investigates the effects of five dimensions of strategic brand orientation (SBO) consisting of brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation on seven consequents, comprising organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding marketing acceptance, marketing excellence, marketing advantage, and marketing survival, as shown in Figure 2 below.

Figure 2 The Effects of Strategic Brand Orientation on Organizational Product Success, Unconditional Customer Fulfillment, Competitive Reaction Effectiveness, Outstanding Marketing Acceptance, Marketing Excellence, Marketing Advantage, and Marketing Survival



Brand Vision Focus

For brand building, corporate name, corporate identity, and brand vision are the general concepts of the brand model. Brand vision is the future orientation of the brand regarding what firms needs to achieve with their brand and how a firm acts to realize the vision (Urde, 1999). Brand vision consists of three components. De Chernatony (2001) argues that it consists of three important components: envisioned future, brand purpose, and values. Brand vision is formulated by a firm's management, and act as a guiding principle to control all communication that is geared toward reaching the long-term goals. That communication relates to the messages sent to the receiver's target group that can be seen as the combination of the product, the trademark (brand), the positioning, the corporate name, and corporate identity. So, these combinations are consistently linked and shaped by brand vision (Urde, 1994). There are three approaches to manage the transmission of brand vision. The authoritarian decree is the first perspective to manage the brand vision; however, this method impedes the innovation proposed by the employees. Micro-management is the second perspective that assigns to the employee how they should work; so, this method is heavily invested in supervisory staff. Visionary management is the last perspective, and it finds more creative ways of problem solving by everyone who believes in the future of the firms so as to gain commitment from employees (Kotter, 1996). As a result, brand vision focus is defined as the intention of the firm to identify the future goals of the brand that lead to the achievement of a competitive position advantage with the brand and an accepted plan for how to realize this vision (Urde, 1994; 1999).

Brand mission is like corporate mission. The mission is determined from any questions within the vision. Mission statements are developed to share with managers and employees regarding a shared sense of purpose, direction, and opportunity. The best mission statements will reflect a vision that provides a logical reason and a strategic direction for the organization in the long run (Kohler and Keller, 2008; Madu, 2013). As a result, successful companies must continuously raise and answer any questions to identify their vision and mission (Oliva, 2001).

The first step in formulating and implementing strategy is the identification of a strategic vision (Madu, 2013). Swann and Grill (2002) argues that strategic vision plays a vital role in determining the abilities of the firm to adapt to the challenge of the changes in market structure and technology. Likewise, the integration between organization strategy and proactive actions with strategic vision is likely to improve market and financial position of the firm, respond to expected developments and fresh market conditions, and gain superior performance (Madu, 2013; Thomson, Strickland, and Gamble, 2005). Moreover, previous studies have argued that a powerful brand vision points out the long-term intention that must stimulate the employees, advocate their commitment and enable them to interpret how they can conduct themselves toward success (De Chernatory, 2001).

Based on the literature reviewed above, and as with strategic vision, a brand vision focus implies that it will be able to enhance business excellent effectiveness, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Hence, the hypotheses are proposed as follows:

Hypothesis 1a: Brand vision focus will positively relate to organizational product success.

Hypothesis 1b: Brand vision focus will positively relate to unconditional customer fulfillment.

Hypothesis 1c: Brand vision focus will positively relate to competitive reaction effectiveness.

Hypothesis 1d: Brand vision focus will positively relate to outstanding marketing acceptance.

Hypothesis 1e: Brand vision focus will positively relate to marketing excellence.

Hypothesis 1f: Brand vision focus will positively relate to marketing advantage.

Hypothesis 1g: Brand vision focus will positively relate to marketing survival.

Brand Identity Awareness

Brand identity is the integration of personality and positioning that presents the unique character of a product or service in the mind of the customers (Upshaw, 1995). Brand identity consists of a collective picture and answers the question, "What is the brand?" The concept of identity provides a thorough understanding of the lasting inner values; thus, it is concerned with being the heart of brand-oriented organizations (Urde, 1999). Kepferer (1992) conceptualizes a hexagonal brand identity prism to explain brand identity. It is constituted from two pairs of bi-polar perspectives; namely, the constructed source versus the constructed receiver, and externalization versus internalization. As a result, six dimensions of brand identity are introduced, consisting of physique, personality, culture, relationship, reflection, and self-image.

Burmann, Benz, and Riley (2009), propose that a strong brand is established from both internal and external brand strength. Internal brand strength is assessed from two interrelated constructs between employees and brand identity. Firstly, brand citizenship behavior explains the behavior process employees engage in; it is related to the means for employees to "live the brand." Secondly, brand commitment expresses the psychological processes of the employee's intention to practice brand citizenship behaviors. To clarify the prior statement, it concludes that the degree of internal brand strength relies on the extent to which an employee is attached to the brand. Thus, brand identity awareness is defined as the firm's emphasis on the creation and transmission of dominant brand features to internal stakeholders, particularly the firm's employees (Burmann, Benz, and Riley, 2009; Ghodeswar, 2008; Kepferer, 1992).

Brand identity is considered on the basis of an exhaustive understanding of the targeted customers, the competitors, and the environment (Ghodeswar, 2008). Thus, a firm's brand identity is not only seen as valuable intangible assets of the firms, but also is a principal basis for competitive advantage (Aaker, 1991). As a result, the understanding of the basis of how to develop a brand identity is one key to successful brand building, to know what the brand stands for and to effectively express a firm identity (Aaker, 1996). From reviewing the literature, there are several studies that suggest that brand identity contributes to the success of the firms. For instance, Craig, Dibrell, and Davis (2007) argue that brand identity can create and provide a unique image and value for the firm's products and services, and it affects performance through competitive mechanisms such as customer orientation. Likewise, Kateman (2002) proposes that strong brand identity can help a new product to be accepted quickly, and enhance the brand for consideration; so, it simplifies the retention and loyalty of the customers. Moreover, Waranantakul, Ussahawanitchakit, and Jhundra-indra (2013) have suggested that the use of service brand identity strategy can enhance long-term customer commitment, business image advantage, market reliability enhancement, and marketing performance

Based on the literature reviewed above, brand identity awareness is hypothesized to be able to enhance organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Hence, the hypotheses are proposed as follows:

Hypothesis 2a: Brand identity awareness will positively relate to organizational product success.

Hypothesis 2b: Brand identity awareness will positively relate to unconditional customer fulfillment.

Hypothesis 2c: Brand identity awareness will positively relate to competitive reaction effectiveness.

Hypothesis 2d: Brand identity awareness will positively relate to outstanding marketing acceptance.

Hypothesis 2e: Brand identity awareness will positively relate to marketing excellence.

Hypothesis 2f: Brand identity awareness will positively relate to marketing advantage.

Hypothesis 2g: Brand identity awareness will positively relate to marketing survival.

Brand Image Concern

Following the predominant approach, it is argued that a strong brand originates from brand knowledge that is based on buyer perception (Keller, 2003). A multidimensional holistically perceived system of attitudes of buyers is represented by the image of a brand (Foscht and Swoboda, 2005). Thus, brand image is defined as “the meaning that the consumers identify with the product or as the sum of their understanding of the product” (Pars and Gulsel, 2011). Because the main pillars of brand image include brand awareness, brand attitude, and brand-induced functional and symbolic benefits (Keller, 1993), the impressions of customers that are gained from several sources regarding brand (such as trying out the branded product, brand name, product packaging, the manufacturer's reputation, the ad format used and its content, and the type of media), are the means to building brand image (Pars and Gulsel, 2011). As a result, brand image plays a vital role from the receiver side of the brand. It focuses on how external stakeholders perceive the brand (Burmann, Benz, and Riley, 2009). Thus, brand image concern is defined as the deliberation over creation of memory, perception, and attitude of external stakeholders about brand attributes (Keller, 2003; Pars and Gulsel, 2011; Prasertsang, Ussahawanitchakit, and Jhundra-indra, 2012; Urde, 2011).

Brand image is often involved with recent consumption experience (Hung, 2008; Wang and Tsai, 2014. Consumers assess the products and brands based on their created image (Pars and Gulsel, 2011). The empirical evidence from prior literature suggests that brand image is an essential element for building the strong brand (Burmann, Benz, and Riley, 2009). For instance, Lee, Lee, and Wu (2011) argue that the use of brand image strategy has a positive relationship with all dimensions of brand equity because brand image includes not only belief, but also important elements such as product identity, emotions, and mind associations. Moreover, brand image building is a technical component that improves positive short-term outcomes (Aaker and

Joachimsthaler, 2000). Esch et al. (2006) suggest that brand image both directly affects brand trust of customers and indirectly influences intention to purchase and repurchase. So, a favorable image has a positive relationship with perceived quality, satisfaction, and customer loyalty. Ataman and Ülengin (2003) mention that positive brand image can increase the sales volume of the organizational products. Moreover, brand image has a positive effect on organizational reputation, firm competitiveness, and business success (Prasertsang, Ussahawanitchakit, and Jhundra-indra, 2012) that will lead to an increase in the marketing performance of the firm.

Based on the literature reviewed above, brand image concern is hypothesized to be able to enhance organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Hence, the hypotheses are proposed as follows:

Hypothesis 3a: Brand image concern will positively relate to organizational product success.

Hypothesis 3b: Brand image concern will positively relate to unconditional customer fulfillment.

Hypothesis 3c: Brand image concern will positively relate to competitive reaction effectiveness.

Hypothesis 3d: Brand image concern will positively relate to outstanding marketing acceptance.

Hypothesis 3e: Brand image concern will positively relate to marketing excellence.

Hypothesis 3f: Brand image concern will positively relate to marketing advantage.

Hypothesis 3g: Brand image concern will positively relate to marketing survival.

Brand Value Concentration

Brand value emerges from the role of the relationship between value creation and brand equity (Jones, 2005). Because brand value is subjective, there are several perspectives to define brand value such as equity-based brands (Cobb-Walgren, Ruble, and Donthu, 1995; Morrison and Eastburn, 2006), strength-based brands (Hoeffler and Keller, 2003; Woodside and Walser, 2007), and the value of relationship-based brands (Roberts, Varki, and Brodie, 2003; Ulaga and Eggert, 2006). Most research conceptualizes brand value on the basis of brand equity, so the definition of brand value and brand equity is quite similar. For instance, Neyemeyer, Bearden, and Sharma (2004) define brand value as "a customer's overall assessment of worth based on what a customer is prepared to relinquish relative to the benefits expected in return," while brand equity is defined as "the perception or desire that a brand will meet a promise of benefit" (Raggio and Leone, 2007).

The above literature makes clear that it is important to separate the concept of brand value and brand equity. Raggio and Leone (2007) attempt to differ between brand value and brand equity, and argue that brand equity represents how the brand means to the customer, whereas brand value represents how the brand means to a focal company. They suggest an alternative definition of brand value that is defined as the sale or replacement value of a brand. Brand value is evaluated through the potential of firms to leverage brand equity, so brand value may vary depend on the ability of the owner of the brand to effectively exploit the firm's capabilities and resources. For the purposes of this research, brand value concentration is defined, as in the above definition, as the attention toward building the confidence of stakeholders regarding the potential of firms to develop and leverage brand equity to create competitive advantage through the capabilities and resources of firms, and the ability of the brand owner (Raggio and Leone, 2007).

Because brand value reflects the ability of a firm to leverage current brand equity, a high degree of brand value represents superior resources and capabilities of firms. According to Resource-Advantage Theory, resource advantages generate market position advantage and consequently superior financial performance (Hunt and Morgan, 1996). It is consistent with the work of Hsu, Wang, and Chen (2013) who found that brand value positively affects firm performance. In addition, brand value that represents superior capabilities of the firm may be transformed into corporate image. Prior literature suggests that corporate image helps the customer to trust in the products (Lin and Lu, 2010), and to increase customer satisfaction and loyalty (Andressen and Lindestad, 1998).

Based on the literature reviewed above, brand value concentration is hypothesized to be able to enhance organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Hence, the hypotheses are proposed as follows

Hypothesis 4a: Brand value concentration will positively relate to organizational product success.

Hypothesis 4b: Brand value concentration will positively relate to unconditional customer fulfillment.

Hypothesis 4c: Brand value concentration will positively relate to competitive reaction effectiveness.

Hypothesis 4d: Brand value concentration will positively relate to outstanding marketing acceptance.

Hypothesis 4e: Brand value concentration will positively relate to marketing excellence.

Hypothesis 4f: Brand value concentration will positively relate to marketing advantage.

Hypothesis 4g: Brand value concentration will positively relate to marketing survival.

Brand Equity Orientation

Brand equity is the outcome of a brand-oriented management. Brand equity reflects the degree of brand strength that is created from the brand-building processes, including awareness, association, and loyalty (Urde, 1999). Also, in marketing literature, two ways to assess brand equity have been proposed. These comprise consideration of consumer perceptions such as attitudes toward a brand, brand awareness, brand association, and conceived quality; and identification from a consumer's behavior such as loyalty to brand, extra payment, etc. Both methods are used to calculate brand equity through a consumer's perspective (Bahreinizadeh, 2006; Rahmanseresht and Bahreinizadeh, 2006). Brand equity can either increase or decrease, so long-term equity maintenance is important. However, relying only on legal protection is not enough to safeguard brand equity. Brand management can also play a vital role in protecting brand equity (M’zungu, Merrilees, and Miller, 2010). As a result, this research defines brand equity orientation as the attention of a firm towards evaluating, monitoring and protecting brand equity to maintain the customer-brand relationship that increases financial performance, market share, and profitability over that of competitors (M’zungu, Merrilees and Miller, 2010; Urde, 1999).

Brand equity is a vital approach for creating competitive advantage for the firm because strong brand equity more easily expands demand for its products and services (Aaker, 1991; Hsu, Wang, and Chen, 2013). Moreover, brand equity affects individuals to reduce anticipated risk, increases anticipated confidence, satisfy the product, reduce the difficulty of the purchase decisions, and changes purchase behaviors (Aaker, 1991; 1992; 1996; Broyles, Schumann, and Leingpibul, 2009; Cadotte, Woodruff, and Jenkins, 1987; Guerrero et al., 2000). In addition, prior research suggests that the use of brand equity strategy has a positive relationship with new product success, marketing opportunity, and customer satisfaction (Saekoo and Ussahawanitchakit, 2010).

Based on the literature reviewed above, brand equity orientation is hypothesized to be able to enhance organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Hence, the hypotheses are proposed as follows:

Hypothesis 5a: Brand equity orientation will positively relate to organizational product success.

Hypothesis 5b: Brand equity orientation will positively relate to unconditional customer fulfillment.

Hypothesis 5c: Brand equity orientation will positively relate to competitive reaction effectiveness.

Hypothesis 5d: Brand equity orientation will positively relate to outstanding marketing acceptance.

Hypothesis 5e: Brand equity orientation will positively relate to marketing excellence.

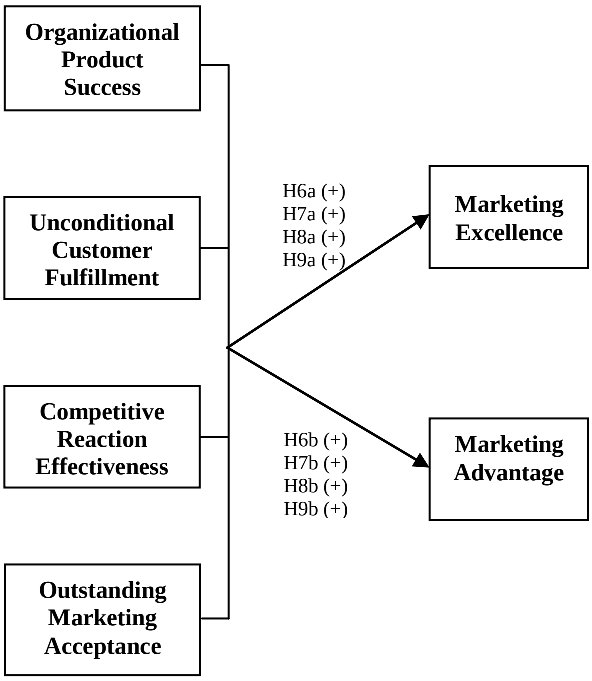
Hypothesis 5f: Brand equity orientation will positively relate to marketing advantage.

Hypothesis 5g: Brand equity orientation will positively relate to marketing survival.

The Effects of Organizational Product Success, Unconditional Customer Fulfillment, Competitive Reaction Effectiveness, and Outstanding Market Acceptance on Marketing Excellence and Marketing Advantage

This section investigates the effect of organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance on marketing excellence and marketing advantage. These relationships are predicted as a positive influence as depicted in Figure 3.

Figure 3 The Effect of Organizational Product Success, Unconditional Customer Fulfillment, Competitive Reaction Effectiveness, and Market Acceptance Outstanding on Marketing Excellence and Marketing Advantage



Organizational Product Success

A product refers to anything that a firm offers to a market to satisfy customer needs and wants by attention, acquisition, use, or consumption (Keller, 2008). Products include both physical goods such as a cup of coffee, sport shoes or an automobile; and a service like insurance, travel, or a spa. Thus, an organizational product is defined as goods or services that are produced by firms for the aim of offering them to a market and thus gaining a firm’s financial performance. Based on above literature, organizational product success is defined as the attainment from the introduction and offering of all the firms’ products to the market, so they can make more profit, increase sales, expand market share, and enable the firms to achieve their business objectives (Keller, 2008; Konthong and Ussahawanitchakit, 2009).

The issue regarding "What are the factors for new product success?" has had wide interest in marketing research for a long time (Wong and Tong, 2011; Yang, 2007), because continuous new product launches are considered as important for competitiveness in many industries (Suwannaporn and Speece, 2010). Soltani, Ramazanpoor, and Eslamian (2004) argue that the achievement of product development is an important source of competitive advantage. In addition, Peter and Waterman (1982) suggest that the voice of customers is an important source for creating marketing excellence via the product development process. Thus, one assumes that when firms succeed in organizational product sales, firms will also achieve in marketing because the success of product sales can reflect marketing excellence and marketing advantage.

Based on the literature reviewed above, organizational product success is hypothesized to be able to enhance marketing excellence and marketing advantage. Hence, the hypotheses are proposed as follows:

Hypothesis 6a: Organizational product success will positively relate to marketing excellence.

Hypothesis 6b: Organizational product success will positively relate to marketing advantage.

Unconditional Customer Fulfillment

Based on a classic condition, the response to a stimulus consists of two forms: conditional response and unconditional response. The unconditional response is the natural reaction to an unconditional stimulus that occurs without learning. For example, when people smell food, they will feel hungry. The smell of food is the unconditional stimulus and the feeling of hunger is the unconditional response (Foxall, 1987). Applied to brand response, the brand can be morphed into an unconditional response to customer needs and wants when that becomes a mantra (Urde, 1999; 2011). It assumes that when products with strong brand are offered to the market, they can automatically stimulate customers to fulfill their latent needs and wants by brand consumption (Urde, 1999). Customer needs fulfillment can be defined as a firm's capability to accurately and immediately analyze, understand, and respond to the needs and wants of customers by offering products or services (Jadesadalug and Ussahawanitchakit, 2009; Johnson, Barksdale and Boles, 2003; Narver and Slater, 1990; Tungbunyasiri and Ussahawanitchakit, 2013). Thus, unconditional customer fulfillment is defined as the capability of firms to motive new needs or responses to latent needs of customers through superior offering and more outstanding values over that of competitors. Also, the differentiation of products creates satisfaction and a good relationship with customers (Foxall, 1987; Jadesadalug and Ussahawanitchakit, 2009; Urde, 1999).

Customer needs fulfillment is the main objective of traditional marketing concepts and market-oriented firms (Kohli and Jaworski, 1990). Firms which are able to respond to the needs and wants of customers better than their competitors will succeed from proactive marketing advantage (Jumpapang, Ussahawanitchakit, and Jhundra-indra, 2013), will be accepted from customers (Grandey, Goldberg and Pugh, 2011), and will gain marketing performance (Hamadu, Obaji and Oghojafor, 2011). In addition, customer needs fulfillment has a positive relationship with marketing position advantage (Tungbunyasiri and Ussahawanitchakit, 2013).

Based on the literature reviewed above, unconditional customer fulfillment is hypothesized to be able to gain marketing excellence and marketing advantage. Hence, the hypotheses are proposed as follows:

Hypothesis 7a: Unconditional customer fulfillment will positively relate to marketing excellence.

Hypothesis 7b: Unconditional customer fulfillment will positively relate to marketing advantage.

Competitive Reaction Effectiveness

In competitive intensity, firms cannot avoid competitive situations, so competitor orientation is an important key that ought to be emphasized by market-oriented firms (Kohli and Jaworkski, 1990; Narver and Slater, 1990). Competitor orientation refers to the ability of firms to acquire and understand the short-term strengths, and weaknesses, long-term capabilities, and the strategies of potential competitors (Day and Wensley, 1988; Narver and Slater, 1990; Porter 1990; 1995). Competitor orientation is related to the reactions of firms. Competitive reaction is defined as “the reactions of brand managers to the marketing activities of other brands” (Leeflang, 2008). Moreover, competent competitive advantage is defined as “a firm’s ability to sustain and coordinate the deployment of assets in order to achieve an advantage in competition when compared with the firm’s competitors” (Jadasadulug and Ussahawanitchakit, 2009). In this research, competitive reaction effectiveness is defined as the potential of a firm for the development of marketing strategy and activity to create a better new offering and to quickly respond to the actions of competitors to capture sales and market share from competitors (Jadasadulug and Ussahawanitchakit, 2009; Leeflang, 2008; Narver and Slater, 1990).

The prior literature suggests that competitive competencies include a firm’s distinctive skill, unique resources, and superior engineering that have a positive effect on business performance (Bharadwaj, Varadarajan and Fahy, 1993; Day and Wensley, 1988). Time in response to competitor actions is also one of the competitive competencies for creating the marketing excellence (Peter and Waterman, 1982). These competitive competencies create the effectiveness for marketing strategies. Amini, et al. (2012) argue that effective marketing strategy can build a strategic market position that play a vital role to create competitive advantage. In addition, prior literature suggests that marketing competitiveness has a positive relationship with marketing advantage, marketing success, marketing excellence, and marketing performance (Phong-inwong, Ussahawanitchakit and Pratoom, 2012; Thongsodsang, Ussahawanitchakit and Jhundra-indra, 2012).

Based on the literature reviewed above, competitive reaction advantage is hypothesized to be able to gain marketing excellence and marketing advantage. Hence, the hypotheses are proposed as follows:

Hypothesis 8a: Competitive reaction advantage will positively relate to marketing excellence.

Hypothesis 8b: Competitive reaction advantage will positively relate to marketing advantage.

Outstanding Market Acceptance

Marketing acceptance is defined as market behavior, confidence, satisfaction, and loyalty regarding the goods, services, image, or reputation of the firms (Dick and Basu, 1994; Robkob and Ussahawanitchakit, 2009). In addition, Jumpapang, Ussahawanitchakit, and Jhundra-indra (2013) define outstanding market acceptance as, “the market’s feedback and behaviors as reflected in the confidence, satisfaction, and loyalty to the quality, reputation, and image of the firm’s value propositions, which are prominent and greater than its competitor’s advantages.” Thus, in this research, outstanding marketing acceptance is defined as the perception of the market regarding quality, image, and reputation of the firm’s products that are greater than competitors and that lead to customer’s confidence, satisfaction, and loyalty with the brand (Dick and Basu, 1994; Jumpapang, Ussahawanitchakit and Jhundra-indra, 2013; Robkob and Ussahawanitchakit, 2009).

The degree of market acceptance depends on the market offering quality and reputation, perceived by customers in marketing activities (Chung and Holdsworth, 2009). Also, market acceptance can enhance the customer retention rate that improves firm survival (Srivastava and Siomkos, 1989). Moreover, market acceptance has a positive effect on dynamic marketing advantage, marketing performance, and marketing success (Kanchanda, Ussahawanitchakit, and Jhundra-indra, 2012). Consistent with prior research, empirical evidence suggests that outstanding market acceptance positively influences proactive marketing success and dynamic marketing advantage (Jumpapang, Ussahawanitchakit and Jhundra-indra, 2013)

Based on the literature reviewed above, outstanding marketing acceptance is hypothesized to be able to gain marketing excellence and marketing advantage. Hence, the hypotheses are proposed as follows:

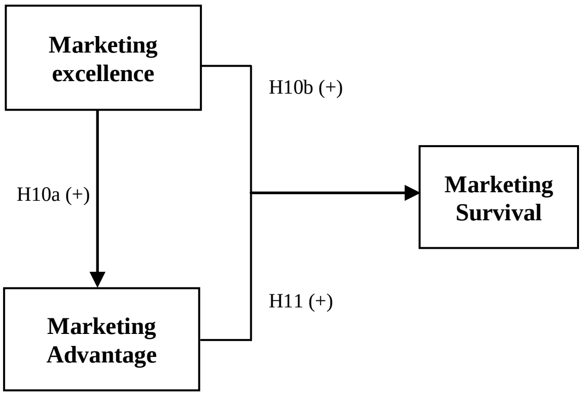
Hypothesis 9a: Outstanding marketing acceptance will positively relate to marketing excellence.

Hypothesis 9b: Outstanding marketing acceptance will positively relate to marketing advantage.

The Effects of Marketing Excellence and Marketing Advantage on Marketing Survival

This section examines the relationships among marketing excellence, marketing advantage, and marketing survival. These relationships are predicted as positive relationships as depicted in Figure 4.

Figure 4 The Relationships among Marketing Excellence, Marketing Advantage, and Marketing Survival



Marketing Excellence

Excellence is defined as the outstanding practice in managing the firms and achieving the results relying on basic concepts, including the customer focus, innovation and continuous improvement, mutually beneficial partnerships, public responsibility, the stability of purpose, and results orientation (Rusjan, 2005). Thus, excellence can be seen as a quality that is remarkably good and surpasses the ordinary standard of firm practices. Peter and Waterman (1982) suggest that the characteristics of firm excellence consist of eight attribute. Firstly, "a bias of action" means that a firm can solve all problems in a short time, although the level of the events is different. Secondly, "close to the customer" means that a firm really listens to the customer's voice, and uses the voice as input for improving the organization's products and developing new products. Thirdly, “autonomy and entrepreneurship” means that not only the R&D employees, but all employees are expected to be innovative and creative in their jobs. Fourthly, “productivity through people” sees people as the main source of productivity growth and waste reduction. Fifthly, hand on, value driven means that the organization’s values are created from the use of the firms’ philosophy and vision as a guideline which gives direction to action by all employees. Sixthly, stick to the knitting means that the organization is orientated on the area of distinctive competence. Seventhly, “simple form, lean staff” means that the organization structure must be simple, and be efficient with management, which is supported by a small number of staff members. Eightly, simultaneous loose-tight properties means that an excellent organization must balance between individual authority and central direction.

For marketing scope, marketing excellence is the best marketing practice to create successful strategic marketing (Jagersma, 2006). According to Akkrawimut and Ussahawanitchakit (2011), marketing excellence relates to the superiority of marketing implications with respect to understanding the market, making strategic choices, delivering and monitoring the value. As a result, this research defines marketing excellence as the quality of the firm’s marketing activities that is superior to the ordinary standard (Akkrawimut and Ussahawanitchakit, 2011; Peter and Waterman, 1982; Rusjan, 2005).

Profit organizations, cannot survive without effective marketing operations (Irwin, Zwick, and Sutton, 1999). Today, a lot of organizations are searching for excellence. Unfortunately, not many organizations have been able to achieve the goal, because they do not really understand what it really means to be excellent (Dahlgaard-Park and Dahlgaard, 2006). Firms with marketing excellence are more likely to survive within intensive competition because effective marketing practice contributes highest outcome through competitive advantage in marketing that enables firms to achieve market share, consumer satisfaction, profitability, and loyalty (Phokha and Ussahawanitchakit, 2011). Likewise, several research studies have highlighted that there is the positive relationship between excellence and competitive advantage. For instance, Freemantle (1999) argues that service excellence with added emotional value is able to gain competitive advantage. Sterman (1998) also suggests that for the pharmaceutical market, medical market excellence is able to achieve medical marketing goals and competitive advantage. Moreover, prior literature has found that marketing excellence has a positive relationship with marketing success, marketing performance, and firm survival (Akkrawimut and Ussahawanitchakit, 2011; Phokha and Ussahawanitchakit, 2011).

Based on the literature reviewed above, marketing excellence is hypothesized to be able to gain marketing advantage and marketing survival. Hence, the hypotheses are proposed as follows:

Hypothesis 10a: Marketing excellence will positively relate to marketing advantage.

Hypothesis 10b: Marketing excellence will positively relate to marketing survival.

Marketing Advantage

Marketing advantage is developed from the concept of competitive advantage. Because there are several competitors in the market, competitive advantage is a major key for the survival of firms. According to the concepts of Resource Advantage Theory, competitive advantage emerges when firms possess advantageous resources that can add extra value or can reduce the relative cost of organizational products. Moreover, competitive advantage leads firms to achieve superior financial performance and provides superior quality, efficiency and innovation for customer perception (Day and Wensley, 1988; Hunt and Morgan, 1995). Marketing advantage can be defined as “a competency of the firm to create or develop new product superior to competitors in term of quality, modernity, uniqueness, and reputation” (Thipsri and Ussahawanitchakit, 2009; Waranantakul and Ussahawanitchakit, 2012).

From the prior literature, firm performance can be enhanced by the product and image-based advantage such as that of high product quality, features that are innovative, unique or modern, and product reputation (He and Nie, 2008). Also, marketing advantage can gain superior marketing performance (Waranantakul and Ussahawanitchakit, 2012). It can be concluded that superior values which firms offer to customers positively influence customer perception, and subsequently affect buyer behaviors such as acceptance, satisfaction and loyalty (Morgan, 2012).

Marketing Survival

When firms are faced with intense competition, changing customer wants, or over capacity, their major objective is to survive. However, survival is a short term objective; firms must learn how to add extra value to their products or services in the long run to avoid extinction (Kotler and Keller, 2008). Marketing survival is one aspect of firm survival. Marketing survival refers to the results of the use of marketing of a firm which is continuously accepted from both internal and external stakeholders, can make a profit for the firm, and can help the firm to survive in the long-term within an intensely competitive environment (Kittikunchotiwut, Ussahawanitchakit, and Pratoom, 2013; Kotler and Keller, 2008). Marketing survival is adapted from the concept of firm survival, which is defined as “the firm situation that adds to satisfactory performance in the past, continues to the present and, is expected to be better in the future” (Kittikunchotiwut, Ussahawanitchakit, and Pratoom, 2013). In intensive competition, firms must develop several strategies that incorporate firm capabilities and innovation to ensure that firms can survive in competitive situations (Pansuppawatt and Ussahawanitchakit, 2011). Firm survival depends on both internal factors such as capabilities, strategy, or culture; and external factors such as a marketing force (Brody, Signh, and Harel, 1997; Hitt, Ireland, and Lee, 2000; Pisano, 2006).

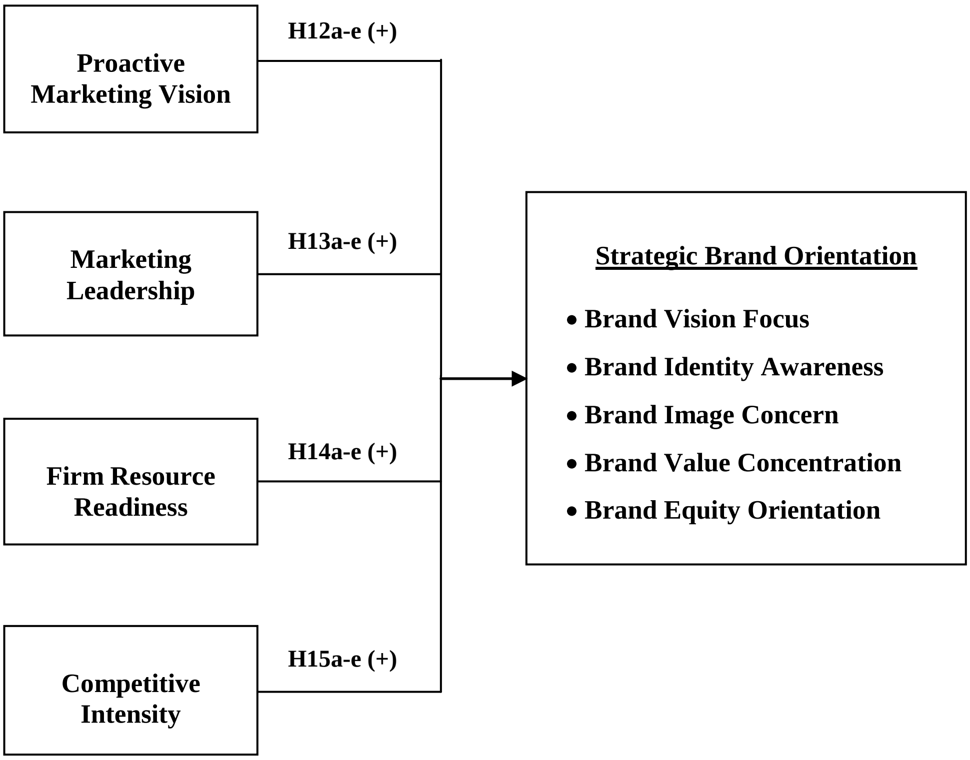
Based on the literature reviewed above, marketing advantage is hypothesized to be able to gain marketing survival. Hence, the hypothesis is proposed as follows:

Hypothesis 11: Marketing advantage will positively relate to marketing survival.

The Effects of Antecedents on the Dimensions of Strategic Brand Orientation

This section delineates the effect of four antecedents including proactive marketing vision, marketing leadership, firm resource readiness, and competitive intensity on five dimensions of strategic brand orientation consisting of brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation as presented in Figure 5 below.

Figure 5 The Effects of Four Antecedents on Five Dimensions of Strategic Brand Orientation



Proactive marketing vision

Vision is defined as a statement of potential that is a guideline for creating shared value which firms should desire to have (Shamir, House, and Arthur, 1993). Vision is a mental representation, created by the opinion of the leader, regarding the future image of the business. Vision is a simple factor of the firm which is defined to reveal present situations and future possible objectives that the firm wants to achieve (Charpavang and Ussahawanitchakit, 2010; Kittikunchotiwut, Ussahawanitchakit, and Pratoom, 2013). The vision acts as a guiding idea that expresses both inspiration and a sense of what firms need to achieve (Minzberg, Ahlstrand, and Lample, 1998). Organizations use vision for planning methods that are used for achieving objectives and goals (Ozmen and Sumer, 2011). Thus, a vision is an essential factor that reflects the strategy of the organization.

Proactiveness is an important dimension of entrepreneurial orientation (Kreiser, Marino, and Weaver, 2002; Lumpkin and Dess, 1996). Proactiveness is the ability of firms to respond to opportunities which stem from dynamic environments where conditions are rapidly changing (Lumpkin and Dess, 2001). Thus, proactiveness vision is defined as "idealized goals to be achieved in anticipating opportunities to develop and introduce valuable newness and ascertain a future market trend" (Intarapanich and Ussahawanitchakit, 2011; Lumpkin and Dess, 2001). This research adapts the concept of proactiveness vision and defines proactive marketing vision as potential goals assigned to lead firms to achieve in predicting marketing opportunities to develop and introduce products; or, marketing that is novel, valuable, and will become a future marketing trend (Intarapanich and Ussahawanitchakit, 2011; Lumpkin and Dess, 2001).

Proactive marketing vision relates to market driving perspective. It is involved with looking forward to action for creating competitive advantage by inducing change in market structure and the behavior of external stakeholders (Charpavang and Ussahawanitchakit, 2010). It conforms to a concept of brand orientation that is an inside-out perspective. Brand-oriented firms will achieve brand building, and that may motivate customer needs and wants (Urde, 1999; Urde, Baumgarth, and Merrilees, 2013). So, proactive marketing vision will support the adoption of strategic brand orientation.

Based on the literature reviewed above, proactive marketing vision is hypothesized to be able to gain brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. Hence, the hypotheses are proposed as follows:

Hypothesis 12a: Proactive marketing vision will positively relate to brand vision focus.

Hypothesis 12b: Proactive marketing vision will positively relate to brand identity awareness.

Hypothesis 12c: Proactive marketing vision will positively relate to brand image concern.

Hypothesis 12d: Proactive marketing vision will positively relate to brand value concentration.

Hypothesis 12e: Proactive marketing vision will positively relate to brand equity orientation.

Marketing leadership

Marketing leadership has two perspectives. Firstly, marketing leadership can be seen as one of the critical elements of marketing-based businesses, and can be seen in decision making that is an important ability of the top managers (Moorman and Rust, 1999). So, marketing leadership is defined as "the ability of the manager to determine, aligns, and encourages the firm's share values and orientations regarding being interactive with and responsive to customer demands, in order to produce a consistent brand experience" (Jaworski and Kohli, 1993; Vallaster and Lindgreen, 2013; Waranantakul, Ussahawanitchakit, and Jhundra-indra, 2013). Secondly, leadership can be seen as the process of change in new organization culture and values (Sashkin, 1992). As a result, leadership is defined as the organization's process regarding transforming themselves from what they are to what the leader would have them become (Dess et al., 2003). Thus, marketing leadership can be alternatively defined as the organization's philosophy, concentrating on achieving a leadership position in the market that influences the marketing strategy creation and the marketing activity operation. (Atuahene-Gima, Slater and Olson, 2005; Jumpapang, Ussahawanitchakit and Jhundra-indra, 2013; Kumar, Scheer and Kotler, 2000). This research adapts the latter definition and defines it as a strategic philosophy or culture of an organization that adheres to being a leader in the market over competitors by offering novel marketing to fulfill the latent needs of customers (Dess, et al., 2003; Jumpapang, Ussahawanitchakit, and Jhundra-indra, 2013; Sashkin, 1992).

To be a leader, firms that rely on marketing leadership must concentrate on proactiveness, innovativeness, and the creation of new market offerings that are superior in value and differentiated with the competitors (Jumpapang, Ussahawanitchakit, and Jhundra-indra, 2013). Marketing leadership is a firm's orientation that affects formalization and implementation of strategic plans to achieve competitiveness (Hitt, 1999). Likewise, the previous research suggests that marketing leadership positively influences adoption of several marketing strategies such as value creation strategy (Jumpapang, Ussahawanitchakit and Jhundra-indra, 2013), and brand identity strategy (Waranantakul, Ussahawanitchakit and Jhundra-indra, 2013). In addition, brand can be seen as one of the key tools that are needed by marketing leadership to achieve competitive advantage (Kambil, 1995). Based on the literature reviewed above, marketing leadership is hypothesized to be able to gain brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. Hence, the hypotheses are proposed as follows:

Hypothesis 13a: Marketing leadership will positively relate to brand vision focus.

Hypothesis 13b: Marketing leadership will positively relate to brand identity awareness.

Hypothesis 13c: Marketing leadership will positively relate to brand image concern.

Hypothesis 13d: Marketing leadership will positively relate to brand value concentration.

Hypothesis 13e: Marketing leadership will positively relate to brand equity orientation.

Firm Resource Readiness

Resource-Advantage Theory explains that each firm may possess different resources. Firms that possess several advantageous resources will achieve superior financial performance over firms that have little advantageous resource (Hunt and Morgan, 1996). A resource is defined as anything that could reflect organization strength (Wernerfelt, 1984). Resources consist of both any tangible and intangible assets that semipermanently adhere to the organization (Cave, 1980). The characteristics of advantageous resources are that they are rare, valuable, difficult to imitate, and non-substitutable (Barney, 1991). These characteristics can create competitive advantage through offering superior value to market segments, and producing at lower cost (Hunt and Morgan, 1995). Capability is originally seen as a one type of resource, but later it has been separated into another type because it cannot be valued and cannot be observed (Makadok, 2001); however, this study includes capabilities as one type of resource. When the firm has readiness in resources, firms can enable their advantage to create new opportunity (Pansuppawatt and Ussahawanitchakit, 2011). Thus, firm resource readiness is defined as "the fruitfulness of tangible and intangible factors, and potential capabilities to support the work of business processes to achieve corporate targets" (Pansuppawatt and Ussahawanitchakit, 2011; Ray, Barney and Muhanna, 2004)

Organizational resources can be seen as important factors that help firms to better compete and to achieve their vision, goal, mission, and strategies (Porter, 1981) because the development of the firm's capabilities requires the availability of several resources, especially financial resource (Kaleka, 2011). Likewise, Evan, Bridson, and Rentshaler (2013) suggest that financial resource is one of the important factors for adoption of brand orientation. Similarly, prior literature suggests that resource readiness is a critical factor for brand identity strategy (Waranantakul, Ussahawanitchakit and Jhundra-indra, 2013). As a result, it implies that firm resource readiness will be needed for strategic brand orientation.

Based on the literature reviewed above, firm resource readiness is hypothesized to be able to gain brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. Hence, the hypotheses are proposed as follows:

Hypothesis 14a: Firm resource readiness will positively relate to brand vision focus.

Hypothesis 14b: Firm resource readiness will positively relate to brand identity awareness.

Hypothesis 14c: Firm resource readiness will positively relate to brand image concern.

Hypothesis 14d: Firm resource readiness will positively relate to brand value concentration.

Hypothesis 14e: Firm resource readiness will positively relate to brand equity orientation.

Competitive Intensity

Competition emerges when there are more than two suppliers in a particular market. Competition can exist through several means, such as competition in materials, persons, pricing, distribution, products, and promotion (Hoque, 2001). In this research, competitive intensity is only one external variable that will affect strategic brand orientation. Competitive intensity is seen as the external factor that all firms within a particular market are unable to control, and it brings about a degree of competition which largely affects the internal structure and organizational system (Jermias, 2008; Hoque, 2011; Prempree and Ussahawanitchakit, 2013). Competitive intensity relates to the level of complexity, uncertainty, and risk that makes for difficulty in business operations (Narittamont and Ussahawanitchakit, 2010). In this study, competitive intensity is defined as the degree of competition faced by the firm within the industry. Firms must attempt to track competitor actions, acquire effective management tools, and develop new marketing planning to capture competitive advantage and to survive in a competitive environment (Jermias, 2008; Hoque, 2011; Prempree and Ussahawanitchakit, 2013; Narittamont and Ussahawanitchakit, 2010).

Competitive intensity is the cause of competitive forces which consist of the threat of substitute products, established rivals, and new entrants; as well as the bargaining power of customers and suppliers (Porter, 1980). Such forces compel firms to shape their organizational structure (Hoque, 2011). In addition, according to Contingency Theory, not only organizational structure, but also other organizational activities are shaped by both internal and external factors. Fiedler (1964) argues that an organization’s actions rely on both internal and external situations. Similarly, Pleshko and Heiens (2011) argue that no best set of strategic choices is optimal for all businesses. As a result, it implies that competitive intensity will influence firms to select appropriate strategies such as strategic brand orientation to achieve firm performance. In a competitive environment, customers will confront complexity to make a decision to buy products. Brand can help customers to distinguish a firm's product from competitors, and add extra value to the product that affects buyer behaviors (Ghodeswar, 2008; Pearson, 1996). So, firms can ensure that they are better able to face market forces and competitive intensity by applying a more strategic brand approach to marketing activities (Simões and Dibb, 2001).

Based on the literature reviewed above, competitive intensity is hypothesized to be able to gain brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. Hence, the hypotheses are proposed as follows:

Hypothesis 15a: Competitive intensity will positively relate to brand vision focus.

Hypothesis 15b: Competitive intensity will positively relate to brand identity awareness.

Hypothesis 15c: Competitive intensity will positively relate to brand image concern.

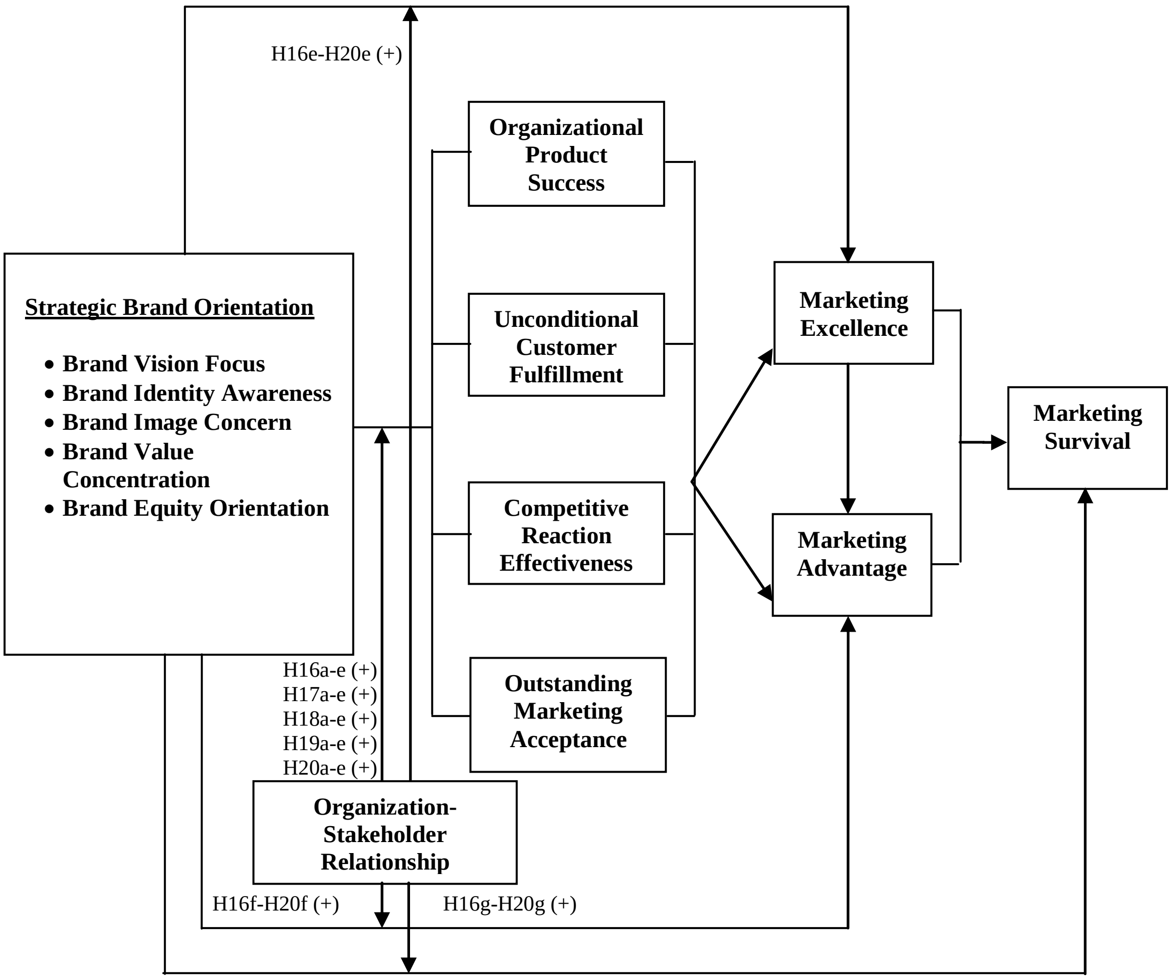
Hypothesis 15d: Competitive intensity will positively relate to brand value concentration.

Hypothesis 15e: Competitive intensity will positively relate to brand equity orientation.

Moderating Effects of Strategic Brand Orientation

This section explores the influences of the moderating effects of organization-stakeholder relationships and marketing experience. Each is treated as follows: first, the moderator, then the organization-stakeholder relationship moderates the effect of the five dimensions of strategic brand orientation (brand vision focus , brand identity awareness, brand image concern, brand value concentration, and brand equity orientation) on its consequents (organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding marketing acceptance, marketing excellence, marketing advantage, and marketing survival) as presented in Figure 6.

Figure 6 The Roles of Organization-Stakeholder Relationship as a Moderator



Organization-stakeholder relationship

Stakeholders are groups or individuals who can influence, or are influenced by the results or actions of an organization (Freeman, 1984). Stakeholders are categorized into three groups: internal, external, and distal. Internal stakeholders comprise employees, board of directors, executive staff, and the firm department. External stakeholders comprise suppliers, shareholders, creditors, and the local community. Distal stakeholders comprise consumer and advocacy groups, competitors, government agencies, and labor unions (Sirgy, 2002). However, for marketing scope, stakeholders are categorized into four groups: internal partnerships (employees, business units, functional department), external partnerships (competitors, nonprofit organizations, government), supplier partnerships (goods suppliers, services suppliers), and buyer partnerships (intermediate customers, ultimate customers) (Morgan and Hunt, 1994). In this research, because strategic brand orientation is emphasized in marketing research, stakeholders are defined as related to the latter statement.

The organization-stakeholder relationship is defined as the relationship between key stakeholders and organizations that emerge from the organization’s effort to respond and pay attention to both direct and indirect stakeholders who can create trust, commitment, satisfaction, and loyalty to the organization (Kent and Taylor, 2002; Waenkaeo, Ussahawanitchakit and Boonlun, 2011). Stakeholder Theory suggests that, besides firm performance, firms should emphasize their social performance. Thus, firms should attempt to understand, respect, and meet the needs of all of those who influence the actions and outcomes of the firm (Miles, 2012). Ethical requirements and strategic resources should include stakeholders in the decision process, both of which can help provide competitive advantage (Cennamo, Berrone and Gomez-Mejia, 2009). In addition, the commitment-trust theory suggests that the relationships of commitment and trust are mediating variables for relationship marketing. The relationship commitment and trust enhance the degree of partner acceptance to another’s specific requests or policies, and foster cooperation in the workplace (Morgan and Hunt, 1994) that facilitates deploying strategic brand orientation within the organization. In addition, the relationships of commitment and trust are likely to enhance customer loyalty that involves product success, customer needs fulfillment, customer relationship retention, and market acceptance, as well as consequently gaining marketing performance (Alonso, 2000). Thus, the relationship between the stakeholder and the organization is important for achieving marketing survival. Furthermore, Berman et al. (1999) found that stakeholder relationship can play a moderating role on the relationship between firm strategy and financial performance.

Based on the literature reviewed above, the organization-stakeholder relationship is likely to promote firms to achieve their brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. Therefore, the hypotheses are proposed as follows:

Hypothesis 16a: Organization-stakeholder relationship positively moderates the relationships between related brand vision focus and organizational product success.

Hypothesis 16b: Organization-stakeholder relationship positively moderates the relationships between related brand vision focus and unconditional customer fulfillment.

Hypothesis 16c: Organization-stakeholder relationship positively moderates the relationships between related brand vision focus and competitive reaction effectiveness.

Hypothesis 16d: Organization-stakeholder relationship positively moderates the relationships between related brand vision focus and outstanding marketing acceptance.

Hypothesis 16e: Organization-stakeholder relationship positively moderates the relationships between related brand vision focus and marketing excellence.

Hypothesis 16f: Organization-stakeholder relationship positively moderates the relationships between related brand vision focus and marketing advantage.

Hypothesis 16g: Organization-stakeholder relationship positively moderates the relationships between related brand vision focus and marketing survival.

Hypothesis 17a: Organization-stakeholder relationship positively moderates the relationships between related brand identity awareness and organizational product success.

Hypothesis 17b: Organization-stakeholder relationship positively moderates the relationships between related brand identity awareness and unconditional customer fulfillment.

Hypothesis 17c: Organization-stakeholder relationship positively moderates the relationships between related brand identity awareness and competitive reaction effectiveness.

Hypothesis 17d: Organization-stakeholder relationship positively moderates the relationships between related brand identity awareness and outstanding marketing acceptance.

Hypothesis 17e: Organization-stakeholder relationship positively moderates the relationships between related brand identity awareness and marketing excellence.

Hypothesis 17f: Organization-stakeholder relationship positively moderates the relationships between related brand identity awareness and marketing advantage.

Hypothesis 17g: Organization-stakeholder relationship positively moderates the relationships between related brand identity awareness and marketing survival.

Hypothesis 18a: Organization-stakeholder relationship positively moderates the relationships between related brand image concern and organizational product success.

Hypothesis 18b: Organization-stakeholder relationship positively moderates the relationships between related brand image concern and unconditional customer fulfillment.

Hypothesis 18c: Organization-stakeholder relationship positively moderates the relationships between related brand image concern and competitive reaction effectiveness.

Hypothesis 18d: Organization-stakeholder relationship positively moderates the relationships between related brand image concern and outstanding marketing acceptance.

Hypothesis 18e: Organization-stakeholder relationship positively moderates the relationships between related brand image concern and marketing excellence.

Hypothesis 18f: Organization-stakeholder relationship positively moderates the relationships between related brand image concern and marketing advantage.

Hypothesis 18g: Organization-stakeholder relationship positively moderates the relationships between related brand image concern and marketing survival.

Hypothesis 19a: Organization-stakeholder relationship positively moderates the relationships between related brand value concentration and organizational product success.

Hypothesis 19b: Organization-stakeholder relationship positively moderates the relationships between related brand value concentration and unconditional customer fulfillment.

Hypothesis 19c: Organization-stakeholder relationship positively moderates the relationships between related brand value concentration and competitive reaction effectiveness.

Hypothesis 19d: Organization-stakeholder relationship positively moderates the relationships between related brand value concentration and outstanding marketing acceptance.

Hypothesis 19e: Organization-stakeholder relationship positively moderates the relationships between related brand value concentration and marketing excellence.

Hypothesis 19f: Organization-stakeholder relationship positively moderates the relationships between related brand value concentration and marketing advantage.

Hypothesis 19g: Organization-stakeholder relationship positively moderates the relationships between related brand value concentration and marketing survival.

Hypothesis 20a: Organization-stakeholder relationship positively moderates the relationships between related brand equity orientation and organizational product success.

Hypothesis 20b: Organization-stakeholder relationship positively moderates the relationships between related brand equity orientation and unconditional customer fulfillment.

Hypothesis 20c: Organization-stakeholder relationship positively moderates the relationships between related brand equity orientation and competitive reaction effectiveness.

Hypothesis 20d: Organization-stakeholder relationship positively moderates the relationships between related brand equity orientation and outstanding marketing acceptance.

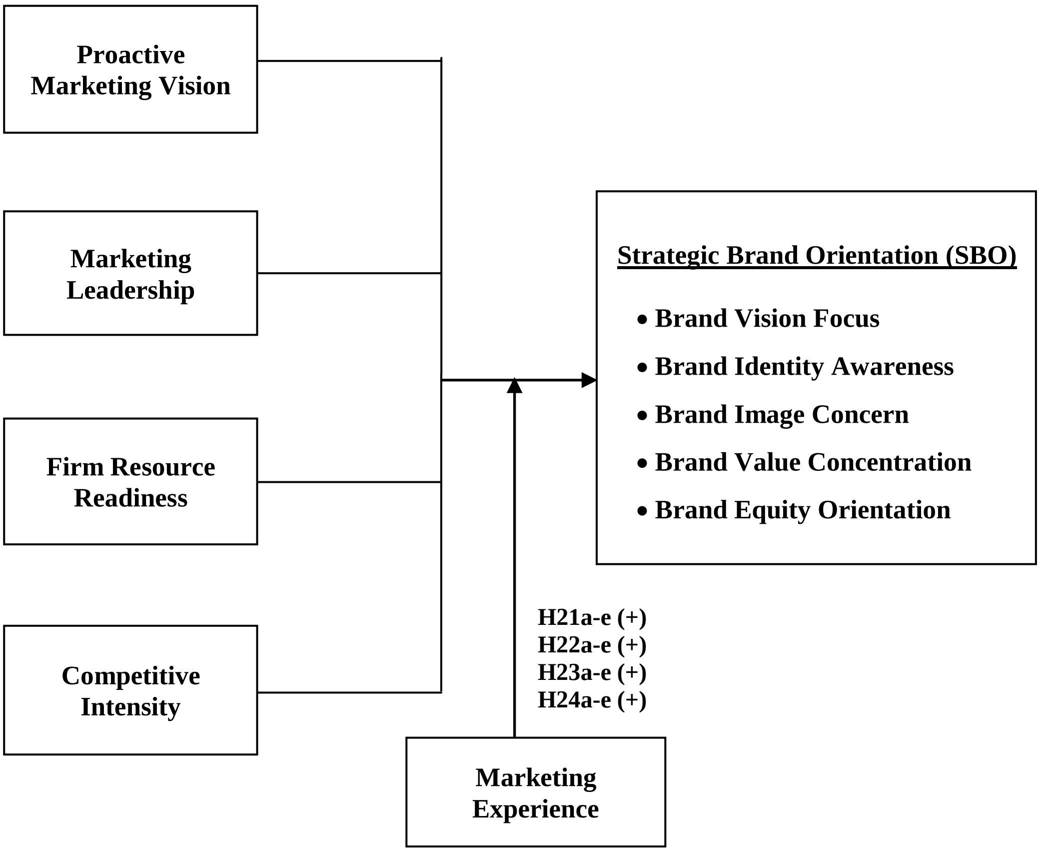
Hypothesis 20e: Organization-stakeholder relationship positively moderates the relationships between related brand equity orientation and marketing excellence.

Hypothesis 20f: Organization-stakeholder relationship positively moderates the relationships between related brand equity orientation and marketing advantage.

Hypothesis 20g: Organization-stakeholder relationship positively moderates the relationships between related brand equity orientation and marketing survival.

The second moderator, marketing experience, moderates the effect of four antecedents (proactive marketing vision, marketing leadership, firm resource readiness, and competitive intensity) on the five dimensions of strategic brand orientation (brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation) as presented in Figure 7 below.

Figure 7 The Roles of Marketing Experience as a Moderator



Marketing Experience

Experience refers to the degree of knowledge and learning in an organization (Winter, 2000). The experience can be seen as an important resource for a combination of organization processes, from the past to the future that leads the firms to success (Wernerfelt, 1984). Within the marketing scope, Syer, Ussahawanitchakit, and Jhundra-Indra (2012) have defined marketing experience as “the accumulation of knowledge or skill of marketing activities with customers, competitors, and suppliers.” Moreover, Saekoo and Ussahawanitchakit (2010) defined marketing experience as “a firm’s knowledge creation from customer and brand perceptions, market structure, and a program designed to establish brand strategy.” As a result, marketing experience is defined as knowledge or skills that are accumulated from a learning market context and the methods to respond to customer needs and wants from the past to the future; this knowledge helps firms to determine effective marketing strategies to achieve their competitive advantage (Syer, Ussahawanitchakit, and Jhundra-Indra, 2012; Wernerfelt, 1984; Winter, 2000).

Marketing experience is seen as one key driver of marketing success and export performance (Majocchi, Bacchiocchi, and Mayrhofer, 2005). Marketing experience can be used as knowledge capability to better understand actual customer experience with products or brands that can create a competitive advantage (Kanchanda, Ussahawanitchakit, and Jhundra-Indra, 2012; Phokha and Ussahawanitchakit , 2011; Syer, Ussahawanitchakit and Jhundra-Indra, 2012) so firms can exploit marketing experience to enhance efficiency of marketing process, and design a better brand strategy than competitors who are inexperienced (Jumpapang, Ussahawanitchakit and Jhundra-indra, 2013). In addition, prior research suggests that marketing experience has a positive relationship with brand equity strategy (Saekoo and Ussahawanitchakit, 2010).

Based on the literature reviewed above, marketing experience is predicted to be likely to promote firms to achieve their brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. Therefore, the hypotheses are proposed as follow:

Hypothesis 21a: Marketing experience positively moderates the relationships between proactive marketing vision and brand vision focus.

Hypothesis 21b: Marketing experience positively moderates the relationships between proactive marketing vision and brand identity awareness.

Hypothesis 21c: Marketing experience positively moderates the relationships between proactive marketing vision and brand image concern.

Hypothesis 21d: Marketing experience positively moderates the relationships between proactive marketing vision and brand value concentration.

Hypothesis 21e: Marketing experience positively moderates the relationships between proactive marketing vision and brand equity orientation.

Hypothesis 22a: Marketing experience positively moderates the relationships between marketing leadership and brand vision focus.

Hypothesis 22b: Marketing experience positively moderates the relationships between marketing leadership and brand identity awareness.

Hypothesis 22c: Marketing experience positively moderates the relationships between marketing leadership and brand image concern.

Hypothesis 22d: Marketing experience positively moderates the relationships between marketing leadership and brand value concentration.

Hypothesis 22e: Marketing experience positively moderates the relationships between marketing leadership and brand equity orientation.

Hypothesis 23a: Marketing experience positively moderates the relationships between firm resource readiness and brand vision focus.

Hypothesis 23b: Marketing experience positively moderates the relationships between firm resource readiness and brand identity awareness.

Hypothesis 23c: Marketing experience positively moderates the relationships between firm resource readiness and brand image concern.

Hypothesis 23d: Marketing experience positively moderates the relationships between firm resource readiness and brand value concentration.

Hypothesis 23e: Marketing experience positively moderates the relationships between firm resource readiness and brand equity orientation.

Hypothesis 24a: Marketing experience positively moderates the relationships between competitive intensity and brand vision focus.

Hypothesis 24b: Marketing experience positively moderates the relationships between competitive intensity and brand identity awareness.

Hypothesis 24c: Marketing experience positively moderates the relationships between competitive intensity and brand image concern.

Hypothesis 24d: Marketing experience positively moderates the relationships between competitive intensity and brand value concentration.

Hypothesis 24e: Marketing experience positively moderates the relationships between competitive intensity and brand equity orientation.

Summary

This chapter has conceptualized a model of strategic brand orientation and has delineated the definitions and relationships with the relative variables. Three theories have been employed—Resource-Advantage Theory, ContingencyTheory and Stakeholder Theory which support the relationships among the variables. The conceptual model illustrates antecedents, consequents, and moderators of strategic brand orientation. In addition, 24 testable hypotheses have been proposed and are summarized in Table 3 below.

The next chapter will present the research methods used in this research, including the population and sample selection, data collection procedure, data measurement of each construct, the development and verification of the survey instrument by testing reliability and validity, and the statistics and equations to test the hypotheses.

Table 3 Summary of Hypothesized Relationships

Hypothesis	**Description of Hypothesized Relationships**
H1a	Brand vision focus will positively relate to organizational product success.
H1b	Brand vision focus will positively relate to unconditional customer fulfillment.
H1c	Brand vision focus will positively relate to competitive reaction effectiveness.
H1d	Brand vision focus will positively relate to market acceptance outstanding.
H1e	Brand vision focus will positively relate to marketing excellence.
H1f	Brand vision focus will positively relate to marketing advantage.
H1g	Brand vision focus will positively relate to marketing survival.
H2a	Brand identity awareness will positively relate to organizational product success.
H2b	Brand identity awareness will positively relate to unconditional customer fulfillment.
H2c	Brand identity awareness will positively relate to competitive reaction effectiveness.
H2d	Brand identity awareness will positively relate to market acceptance outstanding.
H2e	Brand identity awareness will positively relate to marketing excellence.
H2f	Brand identity awareness will positively relate to marketing advantage.
H2g	Brand identity awareness will positively relate to marketing survival.
H3a	Brand image concern will positively relate to organizational product success.
H3b	Brand image concern will positively relate to unconditional customer fulfillment.
H3c	Brand image concern will positively relate to competitive reaction effectiveness.
H3d	Brand image concern will positively relate to market acceptance outstanding.
H3e	Brand image concern will positively relate to marketing excellence.
H3f	Brand image concern will positively relate to marketing advantage.
H3g	Brand image concern will positively relate to marketing survival.

Table 3 (Continued)

Hypothesis	Description of Hypothesized Relationships
H4a	Brand value concentration will positively relate to organizational product success.
H4b	Brand value concentration will positively relate to unconditional customer fulfillment.
H4c	Brand value concentration will positively relate to competitive reaction effectiveness.
H4d	Brand value concentration will positively relate to market acceptance outstanding.
H4e	Brand value concentration will positively relate to marketing excellence.
H4f	Brand value concentration will positively relate to marketing advantage.
H4g	Brand value concentration will positively relate to marketing survival.
H5a	Brand equity orientation will positively relate to organizational product success.
H5b	Brand equity orientation will positively relate to unconditional customer fulfillment.
H5c	Brand equity orientation will positively relate to competitive reaction effectiveness.
H5d	Brand equity orientation will positively relate to market acceptance outstanding.
H5e	Brand equity orientation will positively relate to marketing excellence.
H5f	Brand equity orientation will positively relate to marketing advantage.
H5g	Brand equity orientation will positively relate to marketing survival.
H6a	Organizational product success will positively relate to Organizational marketing excellence.
H6b	Organizational product success will positively relate to Organizational marketing advantage.
H7a	Unconditional customer fulfillment will positively relate to marketing excellence.

Table 3 (Continued)

Hypothesis	Description of Hypothesized Relationships
H7b	Unconditional customer fulfillment will positively relate to marketing advantage.
H8a	Competitive reaction effectiveness will positively relate to marketing excellence.
H8b	Competitive reaction effectiveness will positively relate to marketing advantage.
H9a	Marketing acceptance outstanding will positively relate to marketing excellence.
H9b	Marketing acceptance outstanding will positively relate to marketing advantage.
H10a	Marketing excellence will positively relate to marketing advantage.
H10b	Marketing excellence will positively relate to marketing survival.
H11	Marketing advantage will positively relate to marketing survival.
H12a	Proactive marketing vision will positively relate to brand vision focus.
H12b	Proactive marketing vision will positively relate to brand identity awareness.
H12c	Proactive marketing vision will positively relate to brand image concern.
H12d	Proactive marketing vision will positively relate to brand value concentration.
H12e	Proactive marketing vision will positively relate to brand equity orientation.
H13a	Marketing leadership will positively relate to brand vision focus.
H13b	Marketing leadership will positively relate to brand identity awareness.
H13c	Marketing leadership will positively relate to brand image concern.
H13d	Marketing leadership will positively relate to brand value concentration.
H13e	Marketing leadership will positively relate to brand equity orientation.
H14a	Firm resource readiness will positively relate to brand vision focus.
H14b	Firm resource readiness will positively relate to brand identity awareness.

Table 3 (Continued)

Hypothesis	Description of Hypothesized Relationships
H14c	Firm resource readiness will positively relate to brand image concern.
H14d	Firm resource readiness will positively relate to brand value concentration.
H14e	Firm resource readiness will positively relate to brand equity orientation.
H15a	Competitive intensity will positively relate to brand vision focus.
H15b	Competitive intensity will positively relate to brand identity awareness.
H15c	Competitive intensity will positively relate to brand image concern.
H15d	Competitive intensity will positively relate to brand value concentration.
H15e	Competitive intensity will positively relate to brand equity orientation.
H16a	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and Organizational product success.
H16b	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and unconditional customer fulfillment.
H16c	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and competitive reaction effectiveness.
H16d	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and market acceptance outstanding.
H16e	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and marketing excellence.
H16f	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and marketing advantage.
H16g	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and marketing survival.

Table 3 (Continued)

Hypothesis	Description of Hypothesized Relationships
H17a	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and Organizational product success.
H17b	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and unconditional customer fulfillment.
H17c	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and competitive reaction effectiveness.
H17d	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and market acceptance outstanding.
H17e	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and marketing excellence.
H17f	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and marketing advantage.
H17g	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and marketing survival.
H18a	Organization-stakeholder relationship positively moderates the relationships between brand image concern and Organizational product success.
H18b	Organization-stakeholder relationship positively moderates the relationships between brand image concern and unconditional customer fulfillment.
H18c	Organization-stakeholder relationship positively moderates the relationships between brand image concern and competitive reaction effectiveness.

Table 3 (Continued)

Hypothesis	Description of Hypothesized Relationships
H18d	Organization-stakeholder relationship positively moderates the relationships between brand image concern and market acceptance outstanding.
H18e	Organization-stakeholder relationship positively moderates the relationships between brand image concern and marketing excellence.
H18f	Organization-stakeholder relationship positively moderates the relationships between brand image concern and marketing advantage.
H18g	Organization-stakeholder relationship positively moderates the relationships between brand image concern and marketing survival.
H19a	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and Organizational product success.
H19b	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and unconditional customer fulfillment.
H19c	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and competitive reaction effectiveness.
H19d	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and market acceptance outstanding.
H19e	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and marketing excellence.
H19f	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and marketing advantage.

Table 3 (Continued)

Hypothesis	Description of Hypothesized Relationships
H19g	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and marketing survival.
H20a	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and Organizational product success.
H20b	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and unconditional customer fulfillment.
H20c	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and competitive reaction effectiveness.
H20d	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and market acceptance outstanding.
H20e	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and marketing excellence.
H20f	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and marketing advantage.
H20g	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and marketing survival.
H21a	Marketing experience positively moderates the relationships between proactive marketing vision and brand vision focus.
H21b	Marketing experience positively moderates the relationships between proactive marketing vision and brand identity awareness.
H21c	Marketing experience positively moderates the relationships between proactive marketing vision and brand image concern.

CHAPTER III

RESEARCH METHODS

The previous chapter mostly detailed the previous relevant literature regarding strategic brand orientation conceptualization and related constructs. Likewise, theoretical foundations, the conceptual model, the definitions of all constructs, and the development of testable hypotheses were provided. The research methods are described in this chapter. They are organized as follows. Firstly, the sample selection and data collection procedures, comprising population and sample, data collection, and test of non-response bias are described. Secondly, the measurements of each variable are developed. Thirdly, the instrumental verifications, including tests of validity and reliability and the statistical analysis, are presented. Finally, the summary table of definitions and operational variables of constructs is detailed.

Sample Selection and Data Collection Procedure

Population and Sample

This research selected cosmetic businesses in Thailand as a population. Cosmetic businesses are interesting for analyzing the result of this research for several reasons. Firstly, decision-making is difficult for consumers of cosmetic products because they involve several perceived risks, including financial (associated with the potential monetary loss), functional (related to the product performance), physical (relative to the health or physical well-being), psychological (associated with the individual's self-esteem), and social (relative to the perception of other individuals regarding the consumer) (Jacoby and Kaplan, 1972). Brand is a marketing tool that is used by customers to reduce these risk, such as perceived monetary, social or safety risk because they believe that a well-known brand is high in quality and reliability. In other words, a strong brand can increase customer trust and can reduce several risks to customers (Berry, 2000). Secondly, the cosmetic market in Thailand has a large market value. In 2010, the overall size of Thailand's cosmetic market value is approximately US$ 1.134 million (34 billion Baht) (Kasikorn Research Center, 2009). Moreover, Global Trade Atlas (2012) reports that for 2000 to 2012, the rate of import and export of cosmetic products in Thailand had been continuously growing for several reasons such as the decrease of tariffs on export cosmetic products. In addition, cosmetic businesses in several countries such as Australia and the United States are very interested in the market in Thailand (Thanisorn and Bunchapattanasakda, 2011). Finally, cosmetic businesses in Thailand are faced with intensive competition, which stems from the changing of the external environment, including appreciation of the Thai baht, advances in technology, and Thailand’s membership in the ASEAN Free Trade Area (Pansuppawatt and Ussahawanitchakit, 2011).

The population of this research was acquired from the database of Department of Business Development, Thailand (www.dbd.go.th, last accessed 17 April 2014). This database is trustworthy because it is a government website that provides several business database services with complete addresses and database updates of the financial reports that can be used to check the existence of the firms every year. As a result, after filtering out unrelated businesses, 683 cosmetic businesses were selected as the population. A sample size calculation method suggested by Yamane (1973) is used to calculate the number of sufficient members of a sample for this research as below.

$$\boxed{n = \frac{\mathrm{N}}{1+Ne^2}}$$

By n = calculated amount of sample size

N = number of population

e = allowable error

In this research, the allowable error can be calculated at five percent (e = .05), while 683 is the number of members in the population (N = 683). After calculation, a sample size of 253 is sufficient for data analysis. However, it is difficult to receive 100 percent of response rate from a mailed data collection method. For questionnaires that are mailed as a survey method, 20 percent of response rate is normally acceptable, and is satisfactory for subsequent analysis (Aaker, Kumar and Day, 2001). Thus, 1,265 questionnaires are required (253x (100/20)) to receive 253 sample size. However, given that the total population is only 683, the whole population was selected for receiving mailed questionnaires for hypothesis testing.

After 683 questionnaires had been mailed to respondents, 25 surveys were rejected because these firms were currently no longer in business or had moved to another location. So, the undeliverable surveys were removed from the amount of all surveys. As a result, 658 surveys were the number of valid mailings, of which responses were received from 132 of them. However, 7 surveys were incomplete and, in turn, were discarded. Finally, only 125 surveys were complete which were usable for further analysis. The yields a response rate of approximately 19.00 %. According to Menon, et al. (1999), the response rate of returned questionnaires collected from a top manager generally is between 15-20%, a range that is acceptable for data analysis. In summary, the details of questionnaire mailings are presented in Table 4.

Table 4 Details of Questionnaire Mailings

Details	**Numbers**
Mailed Questionnaires	683
Undelivered Questionnaires	25
Valid Questionnaires Mailed	658
Received Questionnaires	132
Unusable Questionnaires	7
Usable Questionnaires	125
Response Rate (125/658) x 100	19.00%

Data Collection

In this research, a survey using a mailed questionnaire is used as the main data collection method because it is the best way to gather data from several different geographic areas at low cost (Pongpearchan and Ussahawanitchakit, 2011). The questions in the questionnaire have been adapted from several sources comprising previous measurements, relevant literature, and definitions. After measurements had been developed, they were approved by two experts to ensure they have validity to measure each specified variable. The marketing manager or marketing director of each cosmetic business in Thailand was selected as the key informant because they have the main responsibility in the marketing function of firms. A total of 683 questionnaires were sent by mail on the middle of May 2014, and it was estimated to take six weeks to receive responses.

The questionnaires were directly sent to each sample by mail. The package included a cover letter containing an explanation of the research, and a postage prepaid return envelope, which facilitated informants to send back the completed questionnaires to increase response rate. For the undelivered mailings, firms no longer in business or otherwise unreachable were eliminated from this research. After three weeks, ninety-three questionnaires had been received. Because this response rate is still less than twenty percent, a follow-up procedure was conducted. Postcards were sent to each respondent to thank them for their cooperation and remind those who had not yet responded to return the completed questionnaire (Jaworski and Kohli, 1993; Slater and Olson, 2001). In addition, an online version of the same questionnaire, edited in Google drive, was published as a direct URL link and was provided in the postcard as an alternative method for respondent who found it inconvenient to return the questionnaire by mailing. Consequently, three weeks later, an additional thirty-nine questionnaires had been received.

The questionnaire contains seven sections. The first section asks for personal information of the respondent, such as gender, marital status, age, and education. The second section asks for information of the firm's characteristics such as business type, amount of capital, the number of employees, and average income per year. The third section asks respondent to evaluate strategic brand orientation. The fourth section asks respondent to evaluate the consequents of strategic brand orientation consisting of organizational product success, unconditional customer fulfillment, competitive action effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. The fifth section asks the respondent to assess the internal factors influencing strategic brand orientation comprising proactive marketing vision, marketing leadership, firm resource readiness, and marketing experience. The sixth section asks the respondent to evaluate the external factors that affect strategic brand orientation, including competitive intensity and organization-stakeholder relationship. The last part is an open-end question providing for suggestions of respondent. Five point Likert scales (1 = strongly disagree to 5 = strongly agree) were used for each item in sections three to six. Totally, there are 76 items in the questionnaire. This questionnaire is attached in Appendix E (English version) and Appendix F (Thai version).

Test of Non-Response Bias

To ensure that the final sample represents the population of the research, non-response bias was tested before the data was used to analyze the results. Non-response bias testing is used to examine bias between response and non-response by using t-test comparisons to compare the firm's characteristics such as the amount of capital, the number of employees, and average incomes per year between early and late respondents. If the t-test comparison shows no significant difference between these two groups of respondents, it can be assumed that these returned questionnaires have no non-response bias problem (Armstrong and Overton, 1977).

All 125 received questionnaires were divided into two equal groups: the first 63 responses were designated as the early respondents and the last 62 responses were designated as the late respondents. The firms' demographics, including firm type, firm category, and firm location, operating capital, the number of years a firm has operated in business, the number of current employees, and the average annual income were compared.

The results are as follows: firm type ($t = .622$, $p > .05$), firm category ($t = -.715$, $p > .05$), firm location ($t = .062$, $p > .05$), the operating capital ($t = -.147$, $p > .05$), the number of years a firm has operated in business ($t = -.473$, $p > .05$), the number of current employees ($t = -.350$, $p > .05$), the average annual income ($t = -.668$, $p > .05$). These results of t-test comparisons provide the evidence that there were no statistically significant differences between the two groups at a 95% confidence level. It can be concluded that for this research, non-response bias is not a significant problem (Armstrong and Overton, 1977). The results of non-response bias test are presented in Appendix A.

Measurements

In this research, the measurements have been developed from several sources, including relevant literature, definitions, and prior instruments. Each construct in the conceptual model is measured by multiple items. According to Neuman (2006), the development of measurements of each construct is dispersed over multiple items because multiple items are able to cover a wider range of definition of a variable and that can improve reliability. In addition, because all constructs in this research are abstract, they cannot be measured directly. The use of multiple items to measure abstract constructs is the one of the methods for solving this situation (Churchill, 1979). Each construct is rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Dependent Variable

Marketing survival. Marketing survival is measured by the results of the use of marketing of the firm which is continuously accepted from both internal and external stakeholders, can earn a profit for the firm, and can help the firm to survive in the long-term within an intensely competitive environment. To measure marketing survival, a new scale has been developed from the definition and literature using five items.

Independent Variable

Independent variable represents the core construct of the research. In this research, strategic brand orientation is an independent variable that consists of 5 five dimensions: brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. These dimensions reflect the guideline to create, develop, associate, and protect brand identity and brand equity through assigning all marketing activities and strategies. Each dimension is separately measured using its definition as follows.

Brand vision focus. Brand vision focus is assessed by the intention of firm to identify the future goals of the brand that lead to achieve competitive position advantage with the brand and to plan how to realize this vision (Urde, 1994; 1999). Three items have been developed from the definition and literature to measure brand vision focus.

Brand identity awareness. Brand identity awareness is measured by the firm's emphasis on the creation and transmission of dominant brand features including physique, personality, culture, relationship, reflection and, self-image to internal stakeholders, particularly firm's employees" (Burmann, Benz, and Riley, 2009; Ghodeswar, 2008;Kepferer, 1992). Brand identity awareness is measured by three new scale items that have been developed from the definition and literature.

Brand image concern. Brand image concern is measured by the deliberation over creation of memory, perception, and attitude of external stakeholders about brand attibutes (Keller, 2003; Pars and Gulsel, 2011; Prasertsang, Ussahawanitchakit, and Jhundra-indra, 2012; Urde, 2011). Brand image concern is measured by three new items developed by reviewing the literature and definition and includes deliberation over Brand familiarity creation, brand association orientation, and brand reputation awareness.

Brand value concentration. Brand value concentration is evaluated by the attention paid to building the confidence of stakeholders regarding the potential of firms to develop and leverage brand equity to create competitive advantage through the capabilities and resources of firms, and ability of owner of the brand (Raggio and Leone, 2007). Three new items were developed from reviewing literature and definition to measure brand value concentration.

Brand equity orientation. Brand equity orientation is measured by the attention of a firm to evaluate, monitor and develop brand equity to maintain customer-brand relationship that increase financial performance, market share, and profitability greater than that of competitors (M'zungu, Merrilees, and Miller, 2010; Urde, 1999). Likewise, brand equity orientation is measured by three new items based on reviewing literature and definition.

Consequent Variables

Marketing outcomes of strategic brand orientation consist of organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding marketing acceptance, marketing excellence, marketing advantage, and marketing survival. The measurement of each variable is detailed as follows.

Organizational product success. Organizational product success is measured by the attainment from introduction and offering of all of a firm's products to the market that make more profit, increase sales, expand market share, and enable firms to achieve their business objectives (Keller, 2007; Konthong and Ussahawanitchakit, 2009). To measure organizational product success, four new items have been developed from the definition and literature.

Unconditional customer fulfillment. Unconditional customer fulfillment is measured as the degree to which the firm accurately responds to new or latent customer needs through offering products of superior and outstanding value over that of their competitors, and differentiation of products to create satisfaction and good relationship with customers. The measures are four newly developed items based on the literature and definition.

Competitive reaction effectiveness. Competitive reaction effectiveness is assessed by the achievement and development of a marketing strategy and activity that can more quickly respond to competitor actions and to capture sales and market share from competitors. The measures are three new items developed from the literature and definitions.

Outstanding market acceptance. Outstanding market acceptance is measured by the perception of market regarding the quality, image, and reputation of the firm's products that are greater than that of the competitors that lead customers to express confidence, satisfaction, and loyalty with the brand. This scale is adapted from Jumpapang, Ussahawanitchakit, and Jhundra-indra (2013) including six items.

Marketing excellence. Marketing excellence is defined as "the ability of firm to encompass superiority in understanding markets, making strategic choice, delivering value, and monitoring value greater than the competition" (Akkrawimut and Ussahawanitchakit, 2011; Phokha and Ussahawanitchakit, 2011). The scale to measure marketing excellence is adapted from Slater, Hult, and Olson (2010) uses five items.

Marketing advantage. Marketing advantage is assessed by the competency of a firm to create or develop new products that are superior to competitors in terms of quality, modernity, uniqueness, and reputation (Thipsri and Ussahawanitchakit, 2009; Waranantakul and Ussahawanitchakit, 2012). Four items have been adapted from Thipsri and Ussahawanitchakit (2009) to measure this variable.

Marketing survival. Marketing survival is defined as the results of the use of marketing of the firm which is continuously accepted from both internal and external stakeholders that help make a profit for the firm, and help the firm to survive in the long-term within an intensely competitive environment. The measures are five newly established items.

Antecedent Variables

The antecedents of strategic brand orientation consist of four internal and external variables – proactive marketing vision, marketing leadership, firm resource readiness, and competitive intensity. Each variable is separately measured by items developed from its definition, which is detailed as follows.

Proactive marketing vision. Proactive marketing vision is measured by potential goals assigned to lead firms to achieve their predictions of marketing opportunities to develop and introduce products or marketing strategies that are novel, valuable, and will be a future marketing trend (Intarapanich, Ussahawanitchakit, and Suwannarat, 2011; Lumpkin and Dess, 2001). This dimension is measured with five items as adapted from Intarapanich, Ussahawanitchakit, and Suwannarat (2011).

Marketing leadership. Marketing leadership is a philosophy or culture of an organization that adheres to being a leader in the market over competitors by offering novel marketing to fulfill latent needs of customers (Dess et al., 2003; Jumpapang, Ussahawanitchakit and Jhundra-indra, 2013; Sashkin, 1992). The four items are newly developed from reviewing literature and definition

Firm resource readiness. Firm resource readiness is measured by fruitfulness of tangible and intangible factors, and potential capabilities to support the work of the business process to achieve corporate targets (Pansuppawatt and Ussahawanitchakit, 2011; Ray, Barney and Muhanna, 2004). These three items have been adapted from Pansuppawatt and Ussahawanitchakit (2011).

Competitive intensity. Competitive intensity is assessed by the degree of competition faced by a firm within the industry. Firms must attempt to track competitor actions, acquire effective management tools, and develop new marketing plans to capture competitive advantage and to survive in a competitive environment (Jermias, 2008; Nurittamont and Ussahawanitchakit, 2010). The measure is adapted from Pansuppawatt and Ussahawanitchakit and Suwannarat (2011) and includes four items.

Moderating Variables

There are two variables that are designated as moderating variables and investigated in this research, including corporate-stakeholder relationship and marketing experience. Corporate-stakeholder relationship is predicted to increase the relationship between each dimension of strategic brand orientation (brand visions focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation) and its consequents (organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival) while marketing experience is predicted to raise the relationship between antecedents (proactive marketing vision, marketing leadership, firm resource readiness, and competitive intensity) and each dimension of strategic brand orientation. Likewise, a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), is used to evaluate each of the items investigating these moderating variables.

Organization-stakeholder relationship. Organization-stakeholder relationship is measured by the relation between key stakeholders and the organization which emerges from the organization's effort to respond and pay attention to both direct and indirect stakeholders to improve trust, commitment, satisfaction, and loyalty to the organization (Kent and Taylor, 2002; Waenkaeo, Ussahawanitchakit, and Boonlun, 2011). This construct is adapted from Waenkaeo, Ussahawanitchakit, and Boonlun, (2011) and includes four items.

Marketing experience. Marketing experience is measured by the knowledge or skills that are accumulated from a learning market context and the methods to respond to customer needs and wants from the past to the future (Syer, Ussahawanitchakit, and Jhundra-Indra, 2012). To measure marketing experience, five items were adapted from Syer, Ussahawanitchakit, and Jhundra-Indra (2012).

Control Variables

In this research, there are two firm characteristic variables that are controlled, including firm age and firm size. Both variables suggest that they will be internal antecedents of brand orientation. Firm age is predicted to have a negative effect on the adoption of brand orientation because the adoption of brand orientation is a radical change for many firms. Long-established firms have deeply ingrained attitudes and beliefs that impede a radical change. As a result, firm age may have a negative effect on the adoption of brand orientation (Evans, Bridson and Rentschler, 2012).Firm size is also predicted to negatively affect the adoption of brand orientation because a large firm may operate multiple brands and venues that impede the ability to adopt a unifying vision with one major brand. As a result, firm size may also negatively affect the adoption of brand orientation (Evans, Bridson and Rentschler, 2012).

Firm age. Firm age is measured by the number of years that a firm operates the business (Zhou et al., 2005). It is represented by a dummy variable (1 = fewer than 5 years, and 0 = 5 years or more) (Waranantakul, Ussahawanitchakit and Jhundra-indra, 2013).

Firm size. Firm size is measured by the number of employees currently working full-time (Delmotte and Sels, 2008). A large firm may operate multiple brand and venues that impedes the ability to adopt a unifying vision with one major brand. It is represented by a dummy variable (1 = fewer than 50 employees, and 0 = 50 employees or more) (Waranantakul, Ussahawanitchakit and Jhundra-indra, 2013).

Methods

In this research, the data has been collected by a mailed questionnaire survey. The items in the questionnaire have been developed through existing scales and new scales which have been adapted from reviewing literature and definition. Because some items are new, they must be proved by two academic experts to ensure that they can truly reflect its constructs. Moreover, the pre-test method has been used for assessing validity and reliability of the questionnaire. Due to the smallness of the sample size, the first thirty questionnaires were selected from the returned questionnaires to verify the validity and reliability. Consequently, all of the pre-test questionnaires are included with total returned questionnaires to be used as data for testing hypotheses by using multiple regression analysis.

Validity and Reliability

The tests of validity and reliability can reflect truthfulness and credibility of the instrument and the findings, so it must be tested to represent the quality of the instrument (Neuman, 2006).

Validity represents the degree to which the instruments can correctly and precisely measure the targeted constructs (Peter, 1979; Hair et al., 2010). The validity is tested to assert the quality of the developed instruments that is powerful in predicting future behaviors (Piercy and Morgan, 1994). In this research, two types of validity, comprising content validity and construct validity, are tested.

Content validity involves "the systematic examination of the test content to determine whether it covers a representative sample of the behavior domain to be measured" (Anastasi and Urbina, 1997 p. 114). Content validity requires two or more experts in academic research to review and suggest better solutions to ensure that all questions are sufficient to cover the domain of variable content. Thus, after experts recommend some points of the instrument, some items will be fixed by adjusting or deleting language to attain the best measurement. In this research, the questionnaire was reviewed by two academic experts who have experience in the relevant area.

Construct validity is evaluated to ensure that the measure truly measures what it is intended to measure (Trochim, 1999). Convergent and discriminant validity are two types of construct validity that are generally assessed. Convergent validity exists when all pairs of measures that are designed to measure the same construct show a high correlation (Kwok and Sharp, 1998). Discriminant validity exists when all pairs of measures that are designed to measure different constructs show low correlation (Trochim, 1999). In addition, factorial validity is also used to examine construct validity. Factorial validity tests by using factor analysis including exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) (Fisher, Maltz, and Jaworski, 1997). Factor analysis is applied to identify important factors, and reduce low correlated items. Exploratory factor analysis is used for constructs that are measured by new items, while confirmatory factor analysis is deployed for constructs that are measured by the item scales that are adapted from existent measurements. The acceptable cut-off score is .40, as a minimum (Nunnally and Bernstein, 1994).

Table 5 shows the results of measurement verification of 30 pretest data. Both factor loading and Cronbach's Alpha are tested. The results found that factor loading of each items is loaded on one factor, and the range of factor loading of all variables is between .700-.923, which is above the cut-off score of .4 following the recommendation of Nunnally and Bernstein (1994). This indicates that construct validity is at acceptable levels.

Reliability. Reliability is the degree to which an assessment tool predicts stably and consistently with the results. It indicates the degree of internal consistency between the multiple variables. Internal consistency or reliability is commonly measured by Cronbach's alpha coefficient. Reliability is acceptable when Cronbach's alpha coefficient value is equal or greater than .70 (Nunnally and Bernstein, 1994). Table 5 shows that the range of Cronbach's alpha coefficient is between .735-.910, all of which are greater than .7. Therefore, it can be concluded that all items in this research have sufficient internal consistency.

Table 5 Results of Validity and Reliability Testing of Pretest

Variables	**Factor Loadings**	**Cronbach's Alpha**
Brand Vision Focus (BVF)	.767 - .824	.870
Brand Identity Awareness (BIA)	.700 - .874	.752
Brand Image Concern (BIC)	.710 - .862	.822
Brand Value Concentration (BVC)	.784 - .827	.809
Brand Equity Orientation (BEO)	.793 - .907	.878
Organizational Product Success (OPS)	.796 - .813	.820
Unconditional Customer Fulfillment (UCF)	.798 - .884	.872
Competitive Reaction Effectiveness (CRE)	.766 - .923	.790
Outstanding Market Acceptance (OMA)	.813 - .838	.838
Marketing Excellence (MEL)	.794 - .857	.910
Marketing Advantage (MAD)	.728 - .837	.767

Table 5 (Continued)

Variables	Factor Loadings	Cronbach's Alpha
Market Survival (MSU)	.860 - .915	.908
Proactive Marketing Vision (PMV)	.704 - .777	.735
Marketing Leadership (MLE)	.774 - .884	.853
Firm Resource Readiness (FRR)	.812 - .909	.810
Competitive Intensity (CIN)	.731 - .919	.868
Organization-Stakeholder Relationship (OSR)	.729 - .795	.758
Marketing Experience (MEP)	.789 - .847	.870

Statistical Techniques

Before the hypotheses can be tested by regression analysis, the raw data should be prepared and basic assumptions of regression analysis should be tested including outliers, missing data, normality, homoscedasticity, autocorrelation, and linearity. Moreover, other statistical techniques that are tested in this research include correlation analysis, variance inflation factor, and multiple regression analysis.

Correlation analysis is a general instrument to measure the strength of the linear dependence between two variables. Pearson's correlation is applied in this research to explore the relationship between two independent variables to check the presence of multicollinearity. The correlation value between two variables varies from +1 to -1 (Cohen et al., 2003). Importantly, it indicates that there is a multicollinerity problem when the relationships between two variables are equal or greater than absolute of .80 (Hair et al., 2010). In this research the result of bivariate correlation indicates that the maximum value of correlation between the pair of all constructs is .781 which indicates that multicollinearity is not a serious problem.

Variance inflation factor (VIF's) is another statistic to test the severity of multicollinearity between the independent variables. High VIF values represent a high degree of multicollinearity among independent variables. Multicollinerity problem must be concerned when VIF value indicates higher than 10 (Hair et al., 2010; Stevens, 2002). In this research, the result of collinearity diagnostic demonstrates that the range of VIF values is 1.124 – 3.462, which also indicates that there is no multicollinearity problem.

Multiple regression analysis. This research uses Ordinary Least Square (OLS) regression as a main analytical instrument to test all hypotheses following the conceptual model. Regression analysis is appropriate to examine relationships within the conceptual model because all variables are collected as categorical and interval data (Hair et al., 2010). All hypotheses are transformed into twenty -seven statistical equations as detailed below.

Equation 1: $OPS = \alpha_1 + \beta_1 BVF + \beta_2 BIA + \beta_3 BIC + \beta_4 BVC + \beta_5 BEO + \beta_6 FAG + \beta_7 FSI + \varepsilon_1$

Equation 2: $OPS = \alpha_2 + \beta_8 BVF + \beta_9 BIA + \beta_{10} BIC + \beta_{11} BVC + \beta_{12} BEO + \beta_{13} OSR + \beta_{14}(BVF{*}OSR) + \beta_{15}(BIA{*}OSR) + \beta_{16}(BIC{*}OSR) + \beta_{17}(BVC{*}OSR) + \beta_{18}(BEO{*}OSR) + \beta_{19} FAG + \beta_{20} FSI + \varepsilon_2$

Equation 3: $UCF = \alpha_3 + \beta_{21} BVF + \beta_{22} BIA + \beta_{23} BIC + \beta_{24} BVC + \beta_{25} BEO + \beta_{26} FAG + \beta_{27} FSI + \varepsilon_3$

Equation 4: $UCF = \alpha_4 + \beta_{28} BVF + \beta_{29} BIA + \beta_{30} BIC + \beta_{31} BVC + \beta_{32} BEO + \beta_{33} OSR + \beta_{34}(BVF{*}OSR) + \beta_{35}(BIA{*}OSR) + \beta_{36}(BIC{*}OSR) + \beta_{37}(BVC{*}OSR) + \beta_{38}(BEO{*}OSR) + \beta_{39} FAG + \beta_{40} FSI + \varepsilon_4$

Equation 5: $CRE = \alpha_5 + \beta_{41} BVF + \beta_{42} BIA + \beta_{43} BIC + \beta_{44} BVC + \beta_{45} BEO + \beta_{46} FAG + \beta_{47} FSI + \varepsilon_5$

Equation 6: $CRE = \alpha_6 + \beta_{48} BVF + \beta_{49} BIA + \beta_{50} BIC + \beta_{51} BVC + \beta_{52} BEO + \beta_{53} OSR + \beta_{54}(BVF{*}OSR) + \beta_{55}(BIA{*}OSR) + \beta_{56}(BIC{*}OSR) + \beta_{57}(BVC{*}OSR) + \beta_{58}(BEO{*}OSR) + \beta_{59} FAG + \beta_{60} FSI + \varepsilon_6$

Equation 7: $OMA = \alpha_7 + \beta_{61} BVF + \beta_{62} BIA + \beta_{63} BIC + \beta_{64} BVC + \beta_{65} BEO + \beta_{66} FAG + \beta_{67} FSI + \varepsilon_7$

Equation 8: $OMA = \alpha_8 + \beta_{68}BVF + \beta_{69}BIA + \beta_{70}BIC + \beta_{71}BVC + \beta_{72}BEO + \beta_{73}OSR + \beta_{74}(BVF*OSR) + \beta_{75}(BIA*OSR) + \beta_{76}(BIC*OSR) + \beta_{77}(BVC*OSR) + \beta_{78}(BEO*OSR) + \beta_{79}FAG + \beta_{80}FSI + \varepsilon_8$

Equation 9: $MEL = \alpha_9 + \beta_{81}OPS + \beta_{82}UCF + \beta_{83}CRE + \beta_{84}OMA + \beta_{85}FAG + \beta_{86}FSI + \varepsilon_9$

Equation 10: $MEL = \alpha_{10} + \beta_{87}BVF + \beta_{88}BIA + \beta_{89}BIC + \beta_{90}BVC + \beta_{91}BEO + \beta_{92}FAG + \beta_{93}FSI + \varepsilon_{10}$

Equation 11: $MEL = \alpha_{11} + \beta_{94}BVF + \beta_{95}BIA + \beta_{96}BIC + \beta_{97}BVC + \beta_{98}BEO + \beta_{99}OSR + \beta_{100}(BVF*OSR) + \beta_{101}(BIA*OSR) + \beta_{102}(BIC*OSR) + \beta_{103}(BVC*OSR) + \beta_{104}(BEO*OSR) + \beta_{105}FAG + \beta_{106}FSI + \varepsilon_{11}$

Equation 12: $MAD = \alpha_{12} + \beta_{107}OPS + \beta_{108}UCF + \beta_{109}CRE + \beta_{110}OMA + \beta_{111}FAG + \beta_{112}FSI + \varepsilon_{12}$

Equation 13: $MAD = \alpha_{13} + \beta_{113}MEL + \beta_{114}FAG + \beta_{115}FSI + \varepsilon_{13}$

Equation 14: $MAD = \alpha_{14} + \beta_{116}BVF + \beta_{117}BIA + \beta_{118}BIC + \beta_{119}BVC + \beta_{120}BEO + \beta_{121}FAG + \beta_{122}FSI + \varepsilon_{14}$

Equation 15: $MAD = \alpha_{15} + \beta_{123}BVF + \beta_{124}BIA + \beta_{125}BIC + \beta_{126}BVC + \beta_{127}BEO + \beta_{128}OSR + \beta_{129}(BVF*OSR) + \beta_{130}(BIA*OSR) + \beta_{131}(BIC*OSR) + \beta_{132}(BVC*OSR) + \beta_{133}(BEO*OSR) + \beta_{134}FAG + \beta_{135}FSI + \varepsilon_{15}$

Equation 16: $MSU = \alpha_{16} + \beta_{136}MEL + \beta_{137}MAD + \beta_{138}FAG + \beta_{139}FSI + \varepsilon_{16}$

Equation 17: $MSU = \alpha_{17} + \beta_{140}BVF + \beta_{141}BIA + \beta_{142}BIC + \beta_{143}BVC + \beta_{144}BEO + \beta_{145}FAG + \beta_{146}FSI + \varepsilon_{17}$

Equation 18: $MSU = \alpha_{18} + \beta_{147}BVF + \beta_{148}BIA + \beta_{149}BIC + \beta_{150}BVC + \beta_{151}BEO + \beta_{152}OSR + \beta_{153}(BVF*OSR) + \beta_{154}(BIA*OSR) + \beta_{155}(BIC*OSR) + \beta_{156}(BVC*OSR) + \beta_{157}(BEO*OSR) + \beta_{158}FAG + \beta_{159}FSI + \varepsilon_{18}$

Equation 19: $BVF = \alpha_{19} + \beta_{160}PMV + \beta_{161}MLE + \beta_{162}FRR + \beta_{163}CIN + \beta_{164}FAG + \beta_{165}FSI + \varepsilon_{19}$

Equation 20:	BVF	=	$\alpha_{20} + \beta_{166}PMV + \beta_{167}MLE + \beta_{168}FRR + \beta_{169}CIN + \beta_{170}MEP + \beta_{171}(PMV*MEP) + \beta_{172}(MLE*MEP) + \beta_{173}(FRR*MEP) + \beta_{174}(CIN*MEP) + \beta_{175}FAG + \beta_{176}FSI + \varepsilon_{20}$
Equation 21:	BIA	=	$\alpha_{21} + \beta_{177}PMV + \beta_{178}MLE + \beta_{179}FRR + \beta_{180}CIN + \beta_{181}FAG + \beta_{182}FSI + \varepsilon_{21}$
Equation 22:	BIA	=	$\alpha_{22} + \beta_{183}PMV + \beta_{184}MLE + \beta_{185}FRR + \beta_{186}CIN + \beta_{187}MEP + \beta_{188}(PMV*MEP) + \beta_{189}(MLE*MEP) + \beta_{190}(FRR*MEP) + \beta_{191}(CIN*MEP) + \beta_{192}FAG + \beta_{193}FSI + \varepsilon_{22}$
Equation 23:	BIC	=	$\alpha_{23} + \beta_{194}PMV + \beta_{195}MLE + \beta_{196}FRR + \beta_{197}CIN + \beta_{198}FAG + \beta_{199}FSI + \varepsilon_{23}$
Equation 24:	BIC	=	$\alpha_{24} + \beta_{200}PMV + \beta_{201}MLE + \beta_{202}FRR + \beta_{203}CIN + \beta_{204}MEP + \beta_{205}(PMV*MEP) + \beta_{206}(MLE*MEP) + \beta_{207}(FRR*MEP) + \beta_{208}(CIN*MEP) + \beta_{209}FAG + \beta_{210}FSI + \varepsilon_{24}$
Equation 25:	BVC	=	$\alpha_{25} + \beta_{211}PMV + \beta_{212}MLE + \beta_{213}FRR + \beta_{214}CIN + \beta_{215}FAG + \beta_{216}FSI + \varepsilon_{25}$
Equation 26:	BVC	=	$\alpha_{26} + \beta_{217}PMV + \beta_{218}MLE + \beta_{219}FRR + \beta_{220}CIN + \beta_{221}MEP + \beta_{222}(PMV*MEP) + \beta_{223}(MLE*MEP) + \beta_{224}(FRR*MEP) + \beta_{225}(CIN*MEP) + \beta_{226}FAG + \beta_{227}FSI + \varepsilon_{26}$
Equation 27:	BEO	=	$\alpha_{27} + \beta_{228}PMV + \beta_{229}MLE + \beta_{230}FRR + \beta_{231}CIN + \beta_{232}FAG + \beta_{233}FSI + \varepsilon_{27}$
Equation 28:	BEO	=	$\alpha_{28} + \beta_{234}PMV + \beta_{235}MLE + \beta_{236}FRR + \beta_{237}CIN + \beta_{238}MEP + \beta_{239}(PMV*MEP) + \beta_{240}(MLE*MEP) + \beta_{241}(FRR*MEP) + \beta_{242}(CIN*MEP) + \beta_{243}FAG + \beta_{244}FSI + \varepsilon_{28}$

Where,

BVF	=	Brand Vision Focus
BIA	=	Brand Identity Awareness
BIC	=	Brand Image Concern
BVC	=	Brand Value Concentration
BEO	=	Brand Equity Orientation
OPS	=	Organizational Product Success
UCF	=	Unconditional Customer Fulfillment

CRE = Competitive Reaction Effectiveness
OMA = Outstanding Market Acceptance
MEL = Marketing Excellence
MAD = Marketing Advantage
MSU = Marketing Survival
PMV = Proactive Marketing Vision
MLE = Marketing Leadership
FRR = Firm Resource Readiness
CIN = Competitive Intensity
OSR = Organization-Stakeholder Relationship
MEP = Marketing Experience
FAG = Firm Age
FSI = Firm Size
ε = Error Term
α = Constant
β = Coefficient

Summary

This section has delineated the research methods that are used to test the hypotheses. In this research, the population has been chosen from the database of the Department of Business Development, Ministry of Commerce, Thailand. A total of 683 cosmetic businesses in Thailand were selected as the population and sample of this research. A questionnaire survey was mailed to marketing directors or marketing managers of each firm. After 6 weeks, 125 completed questionnaires had been returned. Non-response bias was tested to confirm that the sample truly represents the population. To ensure the quality of the measurement, validity and reliability were also examined. Moreover, this section has presented the measurement of each construct. Finally, 28 statistical equations were presented for testing the hypotheses.

In the next chapter, the descriptive statistics are shown to represent characteristics of respondents. In addition, data are analyzed to examine the twenty-seven hypotheses, and then correlation analysis and the results of ordinary least square regressions are presented in tables, then explored and discussed.

Table 6 Definitions and Operational Variables of Constructs

Constructs	Definition	Operational Variables	Scale Source
<u>Main Variable</u> *Brand vision focus (BVF)*	The intention of firm to identify the future goals of the brand that lead it to achieve competitive position advantage with the brand and to plan how to realize this vision (Urde, 1994; 1999)	Intention to determine brand vision, diffuse brand vision to marketing strategy, plan brand mission to achieve their goals.	New scale
Brand identity awareness (BIA)	Emphasis on the creation and transmission of dominant brand features including physique, personality, culture, relationship, reflection and, self-image to internal stakeholder particularly firm's employees (Burmann, Benz, and Riley, 2009; Ghodeswar, 2008;Kepferer, 1992)	Emphasis on brand identity development, brand identity transmission to internal stakeholder, and brand identity attachment to marketing activities.	New scale
Brand Image concern (BIC)	The deliberation over creation of memory, perception, and attitude of external stakeholders about brand attibutes (Keller, 2003; Pars and Gulsel, 2011; Prasertsang, Ussahawanitchakit, and Jhundra-indra, 2012, Urde, 2011).	Deliberation over Brand familiarity creation, brand association orientation, and brand reputation awareness.	New scale

Table 6 (Continued)

Constructs	Definition	Operational Variables	Scale Source
Antecedent Variables *Proactive marketing vision (PMV)*	Potential goals assigned to lead firms to achieve prediction marketing opportunities to develop and introduce products or marketing that is novel, valuable, and will become future marketing trends (Intarapanich, Ussahawanitchakit, and Suwannarat, 2011; Lumpkin and Dess, 2001).	Goals assigned to achieve prediction marketing opportunities to develop and introduce products or marketing that is novel, valuable, and will become future marketing trend.	Intarapanich, Ussahawanitchakit, and Suwannarat (2011)
Marketing leadership(MLE)	Strategic philosophy or culture of organization that adheres to being leader in the market over competitors by offering novel marketing to fulfill latent needs of customers (Dess et al., 2003; Jumpapang, Ussahawanitchakit, and Jhundra-indra, 2013; Sashkin, 1992).	The degree of orientation to a philosophy or culture of organization that adheres to being leader in the market over competitors by offering novel marketing to fulfill latent needs of customers	New scale.

Table 6 (Continued)

Constructs	Definition	Operational Variables	Scale Sources
Firm resource readiness(FRR)	Fruitfulness of the tangible and intangible factors, and potential capabilities to support the work of the business process to achieve corporate targets (Pansuppawatt and Ussahawanitchakit, 2011; Ray, Barney, and Muhanna, 2004). This construct is adapted from Pansuppawatt and Ussahawanitchakit (2011) and includes three items.	Fruitfulness of the tangible and intangible factors, and potential capabilities	Pansuppawatt and Ussahawanitchakit (2011)
Competitive intensity (CIN)	Degree of competition faced by firm within industry; Firms must attempt to track competitor actions, acquire effective management tools, and develop new marketing plans to capture competitive advantage and to survive in a competitive environment (Jermias, 2008; Nurittamont and Ussahawanitchakit, 2010).	Firms indicate activity to track competitor actions, acquire effective management tools, and develop new marketing plans to survive in a competitive environment	Pansuppawatt, Ussahawanitchakit, and Suwannarat (2011)

Table 6: (Continued)

Constructs	Definition	Operational Variables	Scale Sources
Consequent variables			
Organizational product success (OPS)	The attainment from introduction to offering of all firms' products to the market that can make more profit, increase sales, expand market share, and enable firms achieve their business objectives (Keller, 2007; Konthong and Ussahawanitchakit, 2009).	A potential of an organizational product to make more profit, increase sales, expand market share, and enable firms achieve objectives.	New scale
Unconditional customer fulfillment (UCF)	Accurate response to new or latent customer needs to create satisfaction and good relationship with customers that is superior in quality and value to that of competitors	Abilities of firm to motive new needs, respond to latent needs, offer new value, offer unique value.	New scale

Table 6 (Continued)

Constructs	Definition	Operational Variables	Scale Sources
Competitive reaction effectiveness (CRE)	Development of marketing strategy and activity that is better and can more quickly respond to competitor actions to capture sales and market share from competitors	The potential of firm to possess advantageous resources, develop distinctive marketing strategies and activities, create better offerings, and quickly respond to competitor's action.	New scale
Outstanding market acceptance (OMA)	The perception of market regarding quality, image, and reputation of the firm's products that is better than competitors and that leads to customer confidence, satisfaction, and loyalty with brand.	Customers are confident, satisfied, and loyal to the quality, image, and reputation of the firm's products	Jumpapang, Ussahawanitchakit, and Jhundra-indra (2013)
Marketing excellence (MEX)	Ability of the firm to encompass superiority in understanding markets, making strategic choices, delivering value, and monitoring value better than the competition (Akkrawimut and Ussahawanitchakit, 2011).	Firm is able to understand markets, launch new strategies, deliver superior value, and monitor value better than the competition.	Slater, Hult, and Olson (2010).

Table 6 (Continued)

Constructs	Definition	Operational Variables	Scale Sources
Marketing Advantage (MAD)	Competency of firm to create or develop new products superior to competitors in term of quality, modernity, uniqueness, and reputation (Thipsri and Ussahawanitchakit, 2009; Waranantakul and Ussahawanitchakit, 2012).	Quality, modernity, uniqueness, and reputation of products are perceived to be better than competitors	Thipsri and Ussahawanitchakit (2009).
Marketing survival(MSU)	Marketing of the firm is continuously accepted from both internal and external stakeholders, makes profit for the firm, and helps firm to survive in the long-term within an intensely competitive environment.	Executive satisfaction, customer satisfaction, market share growth, profitability, and marketing sustainability	New Scale

Table 6 (Continued)

Constructs	Definition	Operational Variables	Scale Sources
<u>Moderating Variable</u> *Organization-stakeholder relationship (OSR)*	The relation between key stakeholders and organization emerging from the organization's effort to respond and pay attention to both direct and indirect stakeholders that can make trust, commitment, satisfaction, and loyalty to the organization (Kent and Taylor, 2002; Waenkaeo, Ussahawanitchakit, and Boonlun, 2011).	Relations between key stakeholders and organization	Waenkaeo, Ussahawanitchakit, and Boonlun, (2011)
Marketing experience (MEP)	Knowledge or skills are accumulated from learning market context and the methods to respond to customer needs and wants from the past to the future (Syer, Ussahawanitchakit, and Jhundra-Indra, 2012).	Knowledge or skills regarding prior marketing strategy, marketing activity, customer needs in market.	Syer, Ussahawanitchakit and Jhundra-Indra (2012).

Table 6 (Continued)

Constructs	Definition	Operational Variables	Scale Sources
<u>Control Variables</u> *Firm Age* *(FAG)*	Number of years that a firm has been operating in business	Dummy variable 1 = fewer than 5 years, 0 = 5 years or more	Waranantakul, Ussahawanitchakit, and Jhundra-indra (2013)
Firm size *(FSI)*	Number of employees currently working as full-time	Dummy variable 1 = fewer than 50 persons, 0 = 50 persons or more	Waranantakul, Ussahawanitchakit, and Jhundra-indra (2013)

Table 3 (Continued)

Hypothesis	**Description of Hypothesized Relationships**
H21d	Marketing experience positively moderates the relationships between proactive marketing vision and brand value concentration.
H21e	Marketing experience positively moderates the relationships between proactive marketing vision and brand equity orientation.
H22a	Marketing experience positively moderates the relationships between marketing leadership and brand vision focus.
H22b	Marketing experience positively moderates the relationships between marketing leadership and brand identity awareness.
H22c	Marketing experience positively moderates the relationships between marketing leadership and brand image concern.
H22d	Marketing experience positively moderates the relationships between marketing leadership and brand value concentration.
H22e	Marketing experience positively moderates the relationships between marketing leadership and brand equity orientation.
H23a	Marketing experience positively moderates the relationships between firm resource readiness and brand vision focus.
H23b	Marketing experience positively moderates the relationships between firm resource readiness and brand identity awareness.
H23c	Marketing experience positively moderates the relationships between firm resource readiness and brand image concern.
H23d	Marketing experience positively moderates the relationships between firm resource readiness and brand value concentration.
H23e	Marketing experience positively moderates the relationships between firm resource readiness and brand equity orientation.
H24a	Marketing experience positively moderates the relationships between competitive intensity and brand vision focus.

CHAPTER IV

RESULTS AND DISCUSSION

The prior chapter has presented the research method, including population and sample selection, the data collection procedure, the development of measurements. Likewise, statistics which are properly used to analyze the data are suggested. This chapter presents the results of the data analysis and is organized as follows. Firstly, the characteristics of the respondents and the firms are synthesized and presented as overall data. Secondly, bivariate correlation between all of a pairs of the variables is shown to explore the degree of statistical relationship that might represent a multicollinearity problem. Thirdly, the results of the hypothesis testing are concluded and detailed. Finally, the hypothesis testing results are summarized in Table 15.

Respondent Characteristics and Descriptive Statistics

In this research, the unit of analysis is cosmetic businesses in Thailand. The marketing directors or marketing managers of each firm are set as key informants. The acquired characteristics of the respondents, including gender, age, marital status, education level, work experience, average income per month, and present position are summarized. The characteristics of the cosmetic businesses are also described, including business type, business category, main business location, business operating capital, the period of time in business, the number of employees, and the average annual income.

Respondent Characteristics

A total of 125 key informants presented the overall characteristics as presented in Table 1B (Appendix B). Most of the respondents are female (56.00 percent). A plurality of age span of respondents is between 30-40 years old (36.80 percent). The respondents are generally married (59.20 percent). More than half of the respondents obtain a higher bachelor’s degree (55.20 percent). In addition, the plurality of the respondents has been at their jobs for more than 15 years (45.60 percent), and 35.2 percent have a monthly salary as 50,000-100,000 Baht. Finally, 52.80 percent of the respondents hold the position of marketing manager.

Cosmetic Business Characteristics

The characteristics of the businesses that responded to the survey are shown in Table 1C (Appendix 1C). Of the companies that responded, 8.00 percent are limited companies and 68.00 percent are business to business and customer companies. The cosmetic businesses that responded are mostly located in Bangkok province (65.60 percent). The operating capital of 86.40 percent of the respondents is lower than 25,000,000 Baht. A small majority have been in business between 5 and10 years (53.60 percent). Most of the respondents have fewer than 50 employees (81.60 percent). Finally, the average annual income is less than 10,000,000 Baht (60.00 percent).

Correlation Matrix of Variables Analysis

This research uses the Pearson correlation for verifying a multicollinearity problem and explores the relationship between any pair of the variables. The results of the correlation analysis are presented in Table 7. The correlation can identify multicollinearity problems between any pair of the variables by observing the degree of the relationship that is shown as a correlation value. The boundary of the correlation values ranges from -1 to 1. The absolute higher degree of correlation represents the higher level of the relationship, while the absolute degree of correlation close to zero value represents the lower level of the relationship. Therefore, multicollinearity will be identified when correlation of the two same level variables is higher than .8 (Hair et al., 2006)

For correlation analysis, the empirical evidence suggests that there are relationships among the five dimensions of strategic brand orientation (r =.485-.751, $p < .01$) Likewise, the correlations among the same level of consequents, including organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance are positively significant. (r = .455-.697, $p < .01$). Moreover, there are positive relationships among the antecedents including proactive marketing vision, marketing leadership, firm resource readiness and competitive intensity (r = .267-.623, $p <.01$). Accordingly, the results of correlation between the same level of variables indicate that all concerned bivariate correlation values do not exceed .8. In other words, no problem with multicollinearity was found.

Table 7 Correlation Matrix of Strategic Brand Orientation, Its Consequents, Antecedents, and Moderating Variables

Variable	BVF	BIA	BIC	BVC	BEO	OPS	UCF	CRE	OMA	MEL	MAD	MSU	PMV	MLE	FRR	CIN	OSR	MEP	FAG	FSI
Mean	4.224	4.109	4.252	4.178	3.930	3.626	3.836	3.643	3.734	3.580	3.674	3.632	4.146	3.796	3.776	4.203	3.876	4.112		
SD	.500	.609	.553	.545	.669	.484	.619	.582	.584	.517	.565	.628	.531	.577	.609	.622	.607	.484		
BVF																				
BIA	.601***																			
BIC	.491***	.485***																		
BVC	.535***	.570***	.554***																	
BEO	.636***	.751***	.501***	.636***																
OPS	.345***	.347***	.345***	.359***	.398***															
UCF	.364***	.453***	.504***	.482***	.420***	.495***														
CRE	.348***	.306***	.313***	.280***	.189**	.455***	.527***													
OMA	.346***	.390***	.420***	.428***	.372***	.570***	.697***	.605***												
MEL	.333***	.363***	.341***	.363***	.300***	.560***	.590***	.756***	.750***											
MAD	.349***	.347***	.365***	.370***	.222**	.542***	.565***	.641***	.673***	.781***										
MSU	.422***	.412***	.308***	.468***	.310***	.486***	.616***	.439***	.681***	.643***	.649***									
PMV	.747***	.748***	.427***	.509***	.636***	.352***	.357***	.371***	.354***	.380***	.406***	.393***								
MLE	.478***	.417***	.466***	.657***	.473***	.452***	.562***	.366***	.574***	.447***	.463***	.515***	.423***							
FRR	.498***	.351***	.426***	.552***	.414***	.405***	.475***	.390***	.511***	.431***	.379***	.489***	.267***	.623***						
CIN	.597***	.367***	.510***	.531***	.409***	.352***	.386***	.335***	.356***	.256***	.201**	.318***	.402***	.525***	.579***					
OSR	.407***	.362***	.437***	.480***	.445***	.483***	.561***	.466***	.542***	.531***	.492***	.428***	.377***	.568***	.542***	.466***				

Table 7 (Continued)

Variable	BVF	BIA	BIC	BVC	BEO	OPS	UCF	CRE	OMA	MEL	MAD	MSU	PMV	MLE	FRR	CIN	OSR	MEP	FAG	FSI
MEP	.419***	.321***	.406***	.425***	.367***	.375***	.499***	.464***	.464***	.426***	.360***	.454***	.312***	.529***	.512***	.485***	.616***			
FAG	.038	-.145	-.267***	-.103	-.268***	.001	-.130	.058	-.136	.055	.125	.075	-.017	-.176**	-.062	-.140	-.131	-.166		
FSI	-.071	-.221**	-.090	-.085	-.089	-.037	-.167	-.194**	-.303***	-.190**	-.121	-.104	-.151	-.032	.008	-.042	-.024	.065	.261***	

***. Correlation is significant at the .01 level (2-tailed).

**. Correlation is significant at the .05 level (2-tailed).

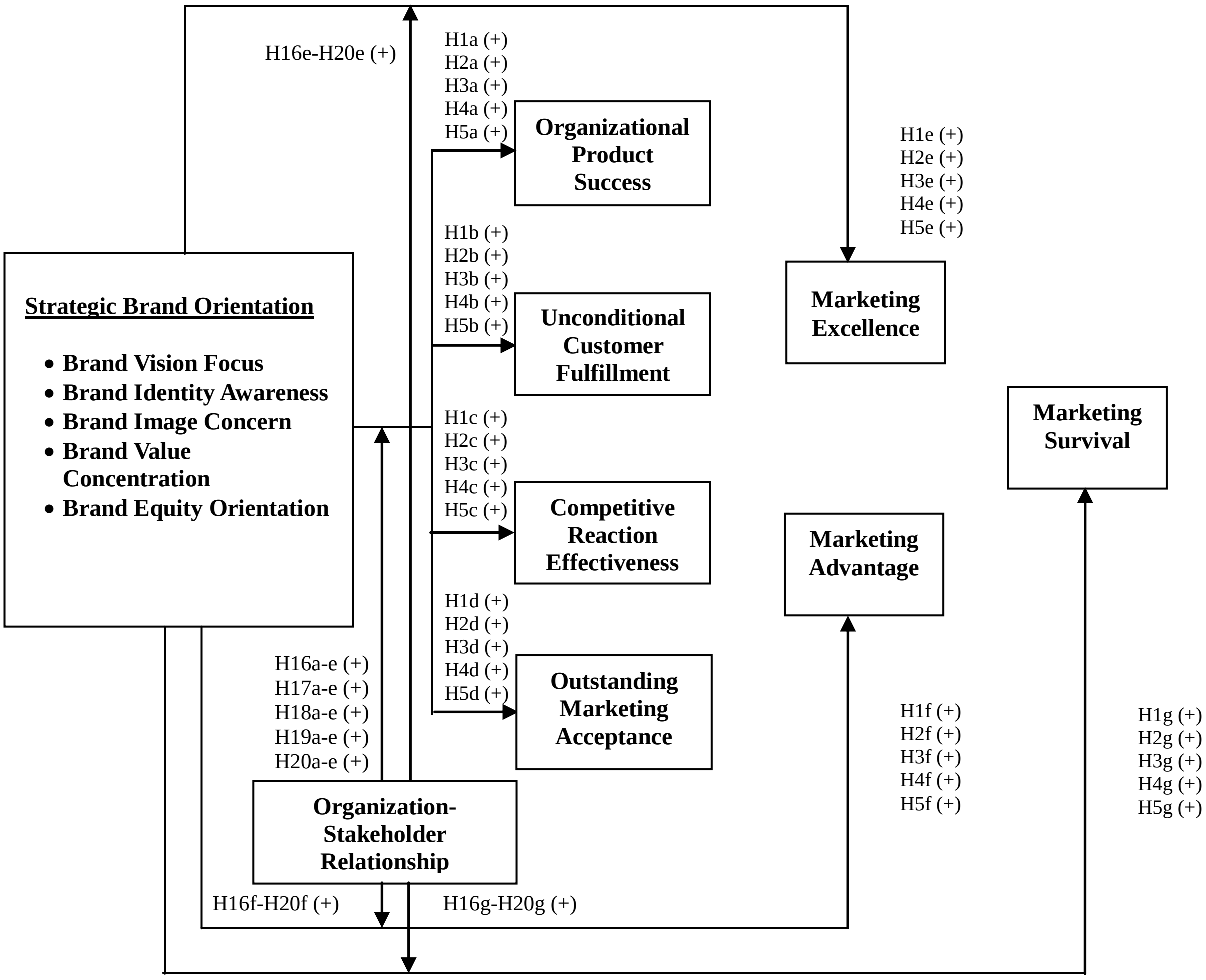
Hypothesis Testing and Results

The Ordinary Least Squares (OLS) regression analysis was used to analyze the data. OLS is an appropriate method for testing the hypothesized relationships because it can best explain and predict the dependent variable from the combination of several independent variables. All hypotheses were transformed into 28 linear regression equation models. In addition, all equations included two dummy variables generated from two control variables, namely, firm age and firm size as follows.

The Effects of Strategic Brand Orientation on Its Consequents via Organization-Stakeholder Relationship as a Moderator

The effects of the dimensions of strategic brand orientation, including brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation on its consequents consisting of organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival are based on hypotheses 1(a-g) to 5(a-g). All relationships between the five dimensions of strategic brand orientation and its consequents were hypothesized to be positively correlated. These hypotheses were analyzed from the regression equation model 1, 3, 5, 7, 10, 14 and 17 as described in Chapter III. Moreover, the organization-stakeholder relationship was used as a moderator of the relationships among the five dimensions of strategic brand orientation and its consequents. This research proposed that organization-stakeholder relationship strengthens the relationships among the five dimensions of strategic brand orientation and its consequents that was analyzed from the regression equation model 2, 4, 6, 8, 11 15 and 18. These relationships were based on hypotheses 16(a-g) to 20(a-g). The results are presented in Figure 8

Figure 8 The Effects of Strategic Brand Orientation on Its Consequents via Organization-Stakeholder Relationship as a Moderator



The correlations among each dimension of strategic brand orientation, its consequents and organization-stakeholder relationship are shown in Table 8. Firstly, the results show that the correlation among the dimensions of strategic brand orientation, including brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation are between .485 - .751. These correlations do not exceed .8, so they are within the limits as recommended by Hair et al. (2010). In addition, the maximum VIF value of five dimensions of strategic brand orientation is 3.348, which is well below the cut-off value of 10 (Hair et al., 2010). Thus, this research found no multicollinearity problems. Secondly, the results show that all dimensions of strategic brand orientation are significantly and positively related to all consequents of strategic brand orientations, comprising organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. (r = .189-.504, $p < .05$).Finally, the results show that the organization-stakeholder relationship is positively correlated to five dimensions of strategic brand orientation, including brand vision focus (r =.407), brand identity awareness (r =.362), brand image concern (r = .437), brand value concentration (r =.480), and brand equity orientation (r =.445). No correlation exceeded .80. Moreover, maximum VIF among five dimensions of strategic brand orientation and organization-stakeholder relationship are 3.462, well below the cut-off value of 10. Both criteria express that there is no multicollinearity problem. Likewise, the results show that organization-stakeholder relationship is positively correlated to the consequents of strategic brand orientation, comprising organizational product success (r = .483), unconditional customer fulfillment (r = .561), competitive reaction effectiveness (r =.466), outstanding market acceptance (r = .542), marketing excellence (r = .531), marketing advantage (r = .492), and marketing survival (r = .428).

Table 8 Correlation Matrix of Organization-Stakeholder Relationship, Five Dimensions of Strategic Bland Orientation, and Seven Consequents of Strategic Brand Orientation

Variable	BVF	BIA	BIC	BVC	BEO	OPS	UCF	CRE	OMA	MEL	MAD	MSU	OSR
Mean	4.224	4.056	4.180	4.128	3.834	3.496	3.766	3.509	3.672	3.363	3.590	3.536	4.106
SD	.500	.687	.655	.599	.775	.624	.703	.700	.649	.749	.643	.731	.502
BVF													
BIA	.601***												
BIC	.491***	.485***											
BVC	.535***	.570***	.554***										
BEO	.636***	.751***	.501***	.636***									
OPS	.345***	.347***	.345***	.359***	.398***								
UCF	.364***	.453***	.504***	.482***	.420***	.495***							
CRE	.348***	.306***	.313***	.280***	.189**	.455***	.527***						
OMA	.346***	.390***	.420***	.428***	.372***	.570***	.697***	.605***					
MEL	.333***	.363***	.341***	.363***	.300***	.560***	.590***	.756***	.750***				

Table 8 (Continued)

Variable	BVF	BIA	BIC	BVC	BEO	OPS	UCF	CRE	OMA	MEL	MAD	MSU	OSR
MAD	.349***	.347***	.365***	.370***	.222**	.542***	.565***	.641***	.673***	.781***			
MSU	.422***	.412***	.308***	.468***	.310***	.486***	.616***	.439***	.681***	.643***	.649***		
OSR	.407***	.362***	.437***	.480***	.445***	.483***	.561***	.466***	.542***	.531***	.492***	.428***	
FAG	.038	-.145	-.267***	-.103	-.268***	.001	-.130	.058	-.136	.055	.125	.075	-.121
FSI	-.071	-.221**	-.090	-.085	-.089	-.037	-.167	-.194**	-.303***	-.190**	-.121	-.104	-.027

Note: ** $p < .05$, *** p

For the hypothesis testing, the results of OLS regression analysis were presented in Table 9. Firstly, the results indicate that brand vision focus (first dimension) significantly and positively relates to competitive reaction effectiveness (β = .222, p < .10), and marketing survival (β =.208, p <.10). According to prior research, vision plays an important role in determining the abilities of firm to adapt to the changes of market structure and technology (Swann and Grill, 2002). Moreover, Urde (1994) argues that brand orientation is one of effective strategies that can help firms to survive in a competitive environment, and brand vision is the first key component of brand orientation. As a result, brand vision is an important resource for responding to competition and surviving in a competitive market. ***Thus, hypotheses 1c and 1g are supported***. In contrast, there are no significant effects of brand vision focus on organizational product success (β =.034, p > .10), unconditional customer fulfillment (β = -.017, p > .10), outstanding market acceptance (β = .048, p > .10), marketing excellence (β = .050, p > .10), and marketing advantage (β = .113, p > .10). Because brand vision presents a future direction of the brand to reach a brand success, firms will inevitably identify their brand vision in the first process of brand building strategy (Madu, 2013; Urde, 1999). As a result, the research assumes that the several outcomes of brand orientation will be not directly related to brand vision, but brand vision can increase positive outcomes through several brand building processes adhering to brand vision as principle guidance. ***Thus, hypotheses 1a, 1b, 1d, 1e, and 1f are not supported.***

Secondly, the results show that there is no relationship between brand identity awareness and its consequents comprising organizational product success (β = .015, p > .10), unconditional customer fulfillment (β = .162, p > .10), competitive reaction effectiveness (β =.171, p >.10), outstanding market acceptance (β =.047, p > .10), marketing excellence (β =.133, p >.10), or marketing advantage (β = .215, p > .10), except that marketing survival is positively related to brand vision focus (β = .243, p < .10). According to prior research, brand identity is the combination of personality and positioning that together explain the unique characteristic of brand (Upshaw, 1995). Brand identity is transmitted to employees as share value of organization, thus brand identity can improve internal brand strength of the firm (Burmann, Benz, and Riley, 2009). However, it is this internal process that is difficult to observe from the outside. As a result, it might not increase the several external outcomes of brand orientation, but increase the effectiveness of other internal processes of brand building. ***Thus, hypotheses 2a, 2b, 2c, 2d, 2e, and 2f are not supported.*** Moreover, the findings point out that only the relationship between brand identity awareness and marketing survival is positively related. Brand identity awareness might increase marketing survival because marketing survival is measured from both internal (e.g. executive satisfaction) and external indicators (e.g. market share growth), and some of these indicators are measured in the long run (e.g. marketing sustainability) that internal processes will be included for evaluating the brand. Likewise, this finding is similar with relevant literature that found that brand identity has a positive effect on marketing performance through competitive mechanism (Craig, Dibrell, and Davis, 2007). ***Thus, hypothesis 2g is supported.***

Thirdly, the results reveal that brand image concern has a significantly positive effect on organizational product success (β = .182, p < .10), unconditional customer fulfillment (β = .305, p < .01), competitive reaction effectiveness (β = .198, p < .10), outstanding marketing acceptance (β = .220, p < .05), marketing excellence (β = .201, p < .10), and marketing advantage (β = .250, p < .05). The relationship among brand image concern, organizational product success, and competitive reaction effectiveness are supported by Ataman and Ülengin (2003) who argue that in the maturity stage of a product, the image plays a vital role to gain the competitive ability and increase sales volume of the organizational products. ***Thus, hypotheses 3a, 3c are supported.*** Moreover, Urde (1999) argues that when brand is repeatedly associated, it will morph to unconditional response. Hung (2008) mentions that favorable image, created from recent consumption experience, has a positive relationship with customer satisfaction, perceived quality and customer loyalty. Likewise, Esch et al. (2006) confirm that brand image directly impacts consumer's brand trust, and indirectly influences current and future purchase. It implies that brand image concern will have a positive relationship with outstanding market acceptance via perceived high quality and customer's brand trust from the market, and in turn enhance marketing excellence and marketing advantage. ***Thus, hypotheses 3b, 3d, 3e and 3f are supported.*** However, brand image concern does not have an influence on marketing survival (β = .025, $p > .10$). Aaker and Joachimsthaler (2000) argue that brand image building is a technical component that drives short-term outcomes. As a result, it might not encourage the long-term outcomes of marketing survival. ***Thus, hypothesis 3g is not supported.***

Fourthly, the results demonstrate that brand value concentration has an effect on several consequents, including unconditional customer fulfillment (β = .211, $p < .05$), outstanding market acceptance (β = .201, $p < .10$), marketing advantage (β = .198, $p < .10$), and marketing survival (β = .349, $p < .01$). Brand value is mainly assessed from the potential of the owner or manager to effectively exploit the firm's capabilities and resources to leverage brand equity (Raggio and Leone, 2007), while corporate image is the aggregate result evaluated by comparing and contrasting several organization's attributes by stakeholders (LeBlanc and Nguyen, 1996). Thus, it can be assumed that brand value is partly reflected by corporate image. This is consistent with Tu, Li, and Chih (2003) who found that corporate brand image has a positive impact on customer perceived value, satisfaction, and loyalty; customer perceived value also has positively strong influence on customer satisfaction and loyalty. As a result, it can postulate that when customers select high involvement products to fulfill their needs, they will choose a trustworthy product by evaluating not only product brand image but also corporate brand image or brand value. Therefore, brand value can add superior value to organization products that respond to customer needs, simplify acceptance from market, gain marketing advantage of firms, and increase customer loyalty. Likewise, Hsu, Wang, and Chen (2013) found that brand value is positively related to firm performance. ***Thus, hypotheses 4b, 4d, 4f, and 4g are supported***. Nevertheless, brand value concentration does not have a positive effect on organizational product success (β = .080, $p > .10$), competitive reaction effectiveness (β = .093, $p > .10$), and marketing excellence (β = .148, $p > .10$). The findings are congruent with Jumpapang, Ussahawanitchakit, and Jhundra-indra (2013) who found that some dimensions of value creation strategy could not improve continuously competitive capability. ***Thus, hypotheses 4a, 4c, and 4e are not supported***.

Finally, the results suggest that brand equity orientation only positively affects organizational product success (β = .257, p < .10). This is consistent with Broyles, Schumann, and Leingpibul (2009) who found that functional components of brand equity can reduce the difficulty of the purchase decision process, decrease the risk of purchase intention, and increase the satisfaction of products***. Thus, hypothesis 5a is supported.*** It is well-known that brand equity is important for creating competitive advantage (Hsu, Wang, and Chen, 2013); However, the findings show that there is no effect of brand equity orientation on unconditional customer fulfillment (β = .022, p > .10), competitive reaction effectiveness (β = -.221, p > .10), outstanding market acceptance (β = .053, p > .10), marketing excellence (β = .009, p > .10), marketing advantage (β = -.251, p > .10), or marketing survival (β = -.217, p > .10). Because brand equity orientation is defensive orientation, it highlights maintaining and protecting brand equity instead of creating and developing brand equity. Therefore, brand equity orientation does not increase several outcomes, but retains existing brand equity (M'Zungu, Merrilees, and Miller, 2010). ***Thus, hypotheses 5b, 5c, 5d, 5e, 5f, and 5g are not supported***.

For the control variables, firm age has a positive effect on marketing excellence (β = .445, p < .05) and marketing advantage (β = .488, p < .05). This implies that for brand-oriented firms, younger firms operate at a higher marketing advantage and excellence. It is consistent with Ciabuschi, Perna, and Snehota, (2012) who argues that new businesses often emphasize their innovations and can readily absorb new innovations from their environment. Innovation is one of advantage resources for create marketing outcomes, such as marketing excellence or marketing advantage. This implies that new businesses can better exploit innovation to the effective creation of marketing activities and then achieve greater marketing performance than older businesses. On the contrary, firm size has a significant and negative effect on unconditional customer fulfillment (β = -.427, p < .10), market acceptance outstanding (β = -.655, p < .01) and marketing excellence (β = -.450, p < .05). This can be interpreted to mean that bigger brand-oriented firms are more accepted by the market and achieve greater marketing excellence than smaller firms. Leiblein et al. (2002) argues that the large firms have superiority in market power and position advantage. Thus the large firms tend to be better accepted than new firms in the market.

The Moderating Role of Organization-Stakeholder Relationship

The moderating role of organization-stakeholder relationship is investigated in the relationship between each dimension of strategic brand orientation and all consequents of strategic brand orientation. Table 9 presents the results of the OLS regression analysis for the moderating effect of organization-stakeholder relationship on the relationships among five dimensions of strategic brand orientation and seven consequents. Firstly, the results indicate that organization-stakeholder relationship cannot strengthen the relationship between brand vision focus and seven consequents, namely organizational product success (β = .133, p > .10), unconditional customer fulfillment (β = .036, p > .10), competitive reaction effectiveness (β = .184, p > .10), outstanding market acceptance (β = .040, p > .10), marketing excellence (β = -.035, p > .10), marketing advantage (β = .042, p > .10), and marketing survival (β = -.047, p > .10). Brand vision is firstly identified for brand-oriented firms. Brand vision is determined by firms' committee or owners to express what the brand stand for (Urde, 1999). As a result, customer opinions will not be involved for deciding brand vision. **Thus, Hypotheses 16a, 16b, 16c, 16d, 16e 16f, and 16g are not supported.**

Secondly, the results suggest that organization-stakeholder relationship reinforces the effect of brand identity awareness on outstanding market acceptance (β = .270, p < .05), marketing advantage (β = .251, p < .10), and marketing survival (β = .286, p < .10). Brand identity awareness is the process in which a firm transmits dominant brand characteristics to internal stakeholders, especially employees, to create a shared value between brand and employees. Thus, brand identity will be partly observed through frontline employees. The interaction between employees and customers creates brand experience and an understanding of what the brand stands for. It can create acceptance of customers toward the brand. This is supported by Burmann, Jost-Benz, and Riley (2009) who suggests that besides the high degree of employee's commitment, a successful brand requires market acceptance which is partly created by the interaction between employees and customers. ***Thus, hypotheses 17d, 17f, and 17g are supported.*** However, there is no moderating effect on the relationship between brand identity awareness and several consequents, namely organizational product success (β = .081, p > .10), unconditional customer fulfillment (β = .192, p > .10), competitive reaction effectiveness (β = .067, p > .10), and marketing excellence (β = .132, p > .10). ***Thus, hypotheses 17a, 17b, 17c, and 17e are not supported.***

Thirdly, the results show that organization-stakeholder relationship has no impact on the relationship between brand image concern and all consequents, comprising organizational product success (β = -.080, p > .10), unconditional customer fulfillment (β = .014, p > .10), competitive reaction effectiveness (β = -.120, p > .10), outstanding market acceptance (β = .022, p > .10), marketing excellence (β = -.009, p > .10), marketing advantage (β = .044, p > .10), and marketing survival (β = -.028, p > .10). Possibly, brand image is associated through broadcast advertising such as advertising, thus both existing customers who have a positive relationship with the firms and new customers will receive brand knowledge in similar ways and that affect similar outcomes. ***Thus, hypotheses 18a, 18b, 18c, 18d, 18e, 18f, and 18g are not supported.***

Fourthly, the results also show that organization-stakeholder relationship has no significant moderating effect on the relationships among brand value concentration and all consequents, consisting of organizational product success (β = -.032, p > .10), unconditional customer fulfillment (β = -.089, p > .10), competitive reaction effectiveness (β = .112, p > .10), outstanding market acceptance (β= -.110, p > .10), marketing excellence (β = .201, p > .10), marketing advantage (β = .142, p > .10), and marketing survival (β = .091, p > .10). Although researchers believe that organization-stakeholder relationship will increase the effect of brand value concentration on its consequents, the findings highlight that there is no moderating effect of organization-stakeholder relationship on the relationship between brand value concentration and its consequents. In fact, the process to build the brand value of

Table 9 The Result of Strategic Brand Orientation on Its Consequents with Organization-Stakeholder Relationship as a Moderato

Independent Variables	Dependent Variables													
	OPS	OPS	UCF	UCF	CRE	CRE	OMA	OMA	MEL	MEL	MAD	MAD	MSU	MSU
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 10	Model11	Model14	Model15	Model17	Model18
BVF	.034 (.119)	-.037 (.108)	-.017 (.109)	-.099 (.098)	.222* (.109)	.156 (.111)	.048 (.112)	-.044 (.098)	.050 (.118)	-.040 (.107)	.113 (.115)	.022 (.105)	.208* (.112)	.135 (.109)
BIA	.015 (.135)	-.054 (.123)	.162 (.123)	.116 (.111)	.171 (.123)	.134 (.126)	.047 (.126)	-.005 (.111)	.133 (.133)	.118 (.122)	.215 (.130)	.182 (.119)	.243* (.126)	.216* (.123)
BIC	.182* (.108)	.150 (.099)	.305*** (.099)	.259*** (.089)	.198* (.099)	.134 (.101)	.220** (.102)	.169* (.090)	.201* (.107)	.135 (.098)	.250** (.104)	.188* (.096)	.025 (.102)	-.013 (.099)
BVC	.080 (.116)	-.015 (.109)	.211** (.106)	.108 (.099)	.093 (.106)	.020 (.112)	.201* (.109)	.093 (.099)	.148 (.115)	.087 (.108)	.198* (.112)	.154 (.106)	.349*** (.109)	.318*** (.110)
BEO	.257* (.150)	.264** (.136)	.022 (.137)	.004 (.123)	-.221 (.137)	-.255* (.140)	.053 (.141)	.033 (.124)	.009 (.148)	-.063 (.135)	-.215 (.145)	-.274** (.132)	-.217 (.141)	-.256* (.137)
OSR		.282*** (.093)		.339*** (.084)		.355*** (.095)		.365*** (.084)		.410*** (.092)		.352*** (.09)		.234** (.093)
BVF x OSR		.133 (.125)		.036 (.113)		.184 (.128)		.040 (.114)		-.035 (.124)		.042 (.122)		-.047 (.126)
BIA x OSR		.081 (.149)		.192 (.134)		.067 (.152)		.270** (.135)		.132 (.147)		.251* (.144)		.286* (.149)
BIC x OSR		-.080 (.107)		.014 (.097)		-.120 (.109)		.022 (.097)		-.009 (.106)		.044 (.104)		-.028 (.107)
BVC x OSR		-.032 (.133)		-.089 (.120)		.112 (.136)		-.110 (.120)		.201 (.131)		.142 (.129)		.091 (.133)

Table 9 (Continued)

Independent Variables	Dependent Variables													
	OPS	OPS	UCF	UCF	CRE	CRE	OMA	OMA	MEL	MEL	MAD	MAD	MSU	MSU
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 10	Model11	Model14	Model15	Model17	Model18
BEO x OSR		.254** (.113)		.152 (.102)		-.012 (.116)		.131 (.103)		-.052 (.112)		-.168 (.110)		-.054 (.114)
Firm Age (FAG)	.314 (.228)	.575*** (.215)	.064 (.208)	.256 (.195)	.286 (.227)	.505** (.220)	.070 (.213)	.286 (.195)	.445** (.224)	.620*** (.213)	.488** (.219)	.671*** (.209)	.233 (.214)	.403* (.216)
Firm Size (FSI)	-.051 (.228)	-.160 (.219)	-.236 (.208)	-.306 (.198)	-.427* (.227)	-.619*** (.224)	-.655*** (.213)	-.739*** (.199)	-.450** (.224)	-.647*** (.217)	-.255 (.219)	-.462** (.213)	-.124 (.214)	-.281 (.220)
Adjusted R^2	.164	.333	.304	.455	.168	.302	.265	.453	.187	.347	.225	.372	.263	.327
Maximum VIF	3.348	3.462	3.348	3.462	3.348	3.462	3.348	3.462	3.348	3.462	3.348	3.462	3.348	3.462

Note: * $p < .10$, ** $p < .05$, *** $p < .01$

firms not only are created by firms, but also other customers, to listen to other persons who have used the brand. ***Thus, hypotheses 19a, 19b, 19c, 19d, 19e and 19f are not supported.***

Finally, the moderating role of organization-stakeholder relationship is positively significant on the relationship between brand equity orientation and organizational product success (β = .254, p < .05). Brand equity can be protected by legal protection and strategic brand management. According to strategic brand management, firms must provide valued experience to customers to make a brand trusted (M'zungu, Merrilees, and Miller, 2010). However, the simple means to communicate with customers is the association via a brand's products. Thus, it can be said that the organization-stakeholder relationship play a vital role to enhance the effect of brand equity orientation on organizational product success. ***Thus, hypothesis 20a is supported.*** Nevertheless, the moderating role of organization-stakeholder relationship is not significant on the relationship between brand equity orientation and other consequent of strategic brand orientation, namely unconditional customer fulfillment (β = .152, p > .10), competitive reaction effectiveness (β = -.012, p > .10), outstanding market acceptance (β = .131, p > .10), marketing excellence (β = -.052, p > .10), marketing advantage (β = -.168, p > .10), and marketing survival (β = -.054, p < .10). ***Thus, hypotheses 20b, 20c, 20d, 20e 20f and 20g are not supported.***

In summary, the possible reason which might explain how organization-stakeholder relationship cannot increase the relationship between the dimensions of strategic brand orientation and its consequents except hypotheses 17d, 17f, 17g, and 20a is the influence of technology. According to McEleny (2009), 29 percent of customers improve their brand attitude via social networks and online forums to listen to the opinions toward brand from old customers. Therefore, a strong brand is created not only by firm efforts, but also by the side effects of customer networks. As a result, the firm's efforts to create customer relationships might not be sufficient to strengthen the relationship between strategic brand orientation and its outcomes.

Additionally, the results of control variable confirm that firm age is positively and significantly related to organizational product success (β = .575, p < .01), competitive reaction effectiveness (β = .505, p < .05), marketing excellence (β = .620, p < .01), marketing advantage (β = .671, p < .01), and marketing survival (β = .403, p <

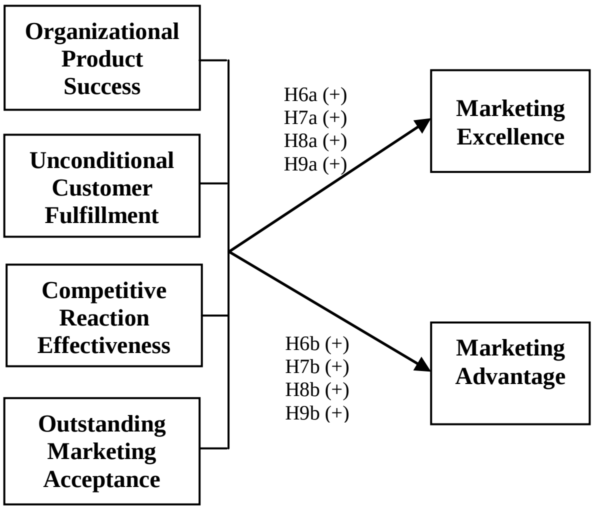
.10). In addition, the results suggest that firm size is negatively and significantly related to competitive reaction effectiveness (β = -.619, $p < .01$), outstanding market acceptance (β = -.739, $p < .10$), marketing excellence (β = -.647, $p < .10$), and marketing advantage (β = -.462, $p < .05$). The results imply that the outcomes of strategic brand orientation depend on the number of years of operation and the size of firm. The younger a firm operates, the higher the outcomes. The larger a firm is, the higher the outcomes.

The Effect of Organizational Product Success, Unconditional Customer Fulfillment, Competitive Reaction Effectiveness, and Outstanding Market Acceptance on Marketing Excellence and Marketing Advantage

The effects of organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance on marketing excellence and marketing advantage as based on hypotheses 6(a-b) to 9(a-b) are shown in Figure 9. These relationships are proposed as positive relations, and are analyzed from the regression equation 9 and 12.

The correlations among the outcomes of strategic brand orientation, including organizational product success, unconditional customer fulfillment, and competitive reaction effectiveness, outstanding market acceptance, marketing excellence and marketing advantage are presented in Table 10. The result shows that the correlation among organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance, are between .455-.697, which is lower than .8. Also, the maximum VIF value of these consequents is 2.726. Thus, it can conclude that there is no multicollinearity problem.

Figure 9 The Effects of Organizational Product Success, Unconditional Customer Fulfillment, Competitive Reaction Effectiveness, and Outstanding Market Acceptance on Marketing Excellence and Marketing Advantage



In addition, the result shows that the correlation of organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance on marketing excellence are ranged between .560 - .756, and the correlation of organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance on marketing advantage are ranged between .542 - .673, and wholly significant.

Table 10 Descriptive Statistics and Correlation Matrix of Organizational Product Success, Unconditional Customer Fulfillment, Competitive Reaction Effectiveness, Outstanding Market Acceptance, Marketing Excellence and Marketing Advantage

Variables	OPS	UCF	CRE	OMA	MEL	MAD	FAG	FSI
Mean	3.496	3.766	3.509	3.672	3.363	3.590	-	
S.D.	.624	.703	.700	.649	.749	.643	-	
OPS								
UCF	.495***							
CRE	.455***	.527***						
OMA	.570***	.697***	.605***					
MEL	.560***	.590***	.756***	.750***				
MAD	.542***	.565***	.641***	.673***	.781***			
FAG	.001	-.130	.058	-.136	.055	.125		
FSI	-.037	-.167	-.194**	-.303***	-.190**	-.121	.261***	

Note: ** $p < .05$, *** $p < .01$

The results of hypothesis testing are shown in Table 11. Firstly, the results indicate that organizational product success has a significant and positive effect on marketing excellence (β = .111, $p < .10$). Peter and Waterman (1982) argue that an organization’s products developed with concern for the voice of customers will achieve marketing excellence. It implies that the achievement of organization products is likely to support marketing excellence. ***Thus, hypothesis 6a is supported.*** Likewise, organizational product success has a significant impact on marketing advantage (β = .147, $p < .10$). It is consistent with the work of Soltani, Ramazanpoor, and Eslamian (2014) who found that the achievement to develop new products is a source for creating competitive advantage. ***Thus, hypothesis 6b is supported***

Table 11 The Results of the Effect of Organizational Product Success, Unconditional Customer Fulfillment, Competitive Reaction Effectiveness, and Outstanding Market Acceptance on Marketing Excellence and Marketing Advantage

Independent Variables	Dependent Variables	
	MEL	MAD
	Model 9	Model 12
Organizational Product Success (OPS)	.111* (.061)	.147* (.074)
Unconditional Customer Fulfillment (UCF)	.027 (.070)	.109 (.085)
Competitive Reaction Effectiveness (CRE)	.434*** (.064)	.289*** (.077)
Outstanding Market Acceptance (OMA)	.420*** (.080)	.369*** (.097)
Firm Age (FAG)	.207* (.121)	.388*** (.147)
Firm Size (FSI)	.017 (.136)	.070 (.166)
Adjusted R^2	.711	.572
Maximum VIF	2.726	2.726

Note: * p < .10, *** p < .01

Secondly, the results show that there are no significant relationships between unconditional customer fulfillment and both marketing advantage (β = .027, p > .10) and marketing excellence (β = .109, p > .10). Han, Kim, and Srivastava (1998) argue that customer orientation can achieve performance when the firms have the ability to create innovation. Thus, in this research, the absence of a relationship between unconditional customer fulfillment and both marketing excellence and marketing advantage might be attributable to a lack of innovation factor. ***Thus, hypotheses 7a and 7b are not supported.***

Thirdly, the results suggest that competitive reaction effectiveness significantly and positively relates to marketing excellence (β = .434, p < .01). This relationship is supported by Peter and Waterman (1982) who argues that time to response is an important factor for creating marketing excellence. Firms that achieved marketing excellence must effectively react to all events in a short time. ***Thus, hypothesis 8a is supported.*** Also, competitive reaction effectiveness significantly relates to marketing advantage (β = .289, p < .01). The finding is congruent with Amini et al. (2012) who argue that the effectiveness of marketing strategy can build a strategic market position that plays a key role to create competitive advantage. ***Thus, hypothesis 8b is supported.***

Fourthly, similarly with competitive reaction effectiveness, the results reveal that outstanding market acceptance also has a positive influence on marketing excellence (β = .420, p < .01) and marketing advantage (β = .369, p < .01). Some prior research found a relevant results in which market acceptance has a positive influence on marketing success, dynamic marketing advantage, and marketing performance (Kanchanda, Ussahawanitchakit, and Jhundra-indra, 2012; Jumpapang, Ussahawanitchakit, and Jhundra-indra, 2013). ***Thus, hypotheses 9a and 9b are supported***.

In addition, the results of studying the control variables suggest that on the one hand, there are positive relationships between firm age and both marketing excellence (β = .207, p < .10) and marketing advantage (β = .388, p < .01). It can be confirmed that the younger a firm operates, the higher the marketing advantage and excellence. On the other hand, there is no effect of firm size on market excellence or marketing advantage. It can be interpreted that there is no difference between small and large firms in the degree of marketing excellence and marketing advantage.

The Effects of Marketing Excellence and Marketing Advantage on Marketing Survival

Figure 10 presents the relationships among marketing excellence, marketing advantage and marketing survival. The relationships are hypothesized as proposed in Hypotheses 10 and 11 from the regression equation in model 13 and 16. The research proposes that marketing excellence has a positive effect on marketing advantage. Furthermore, both marketing excellence and marketing advantage are proposed to have a positive effect on marketing survival. The results of regression analysis is shown in Table 13

Figure 10 The Effects of Marketing Excellence and Marketing Advantage on Marketing Survival

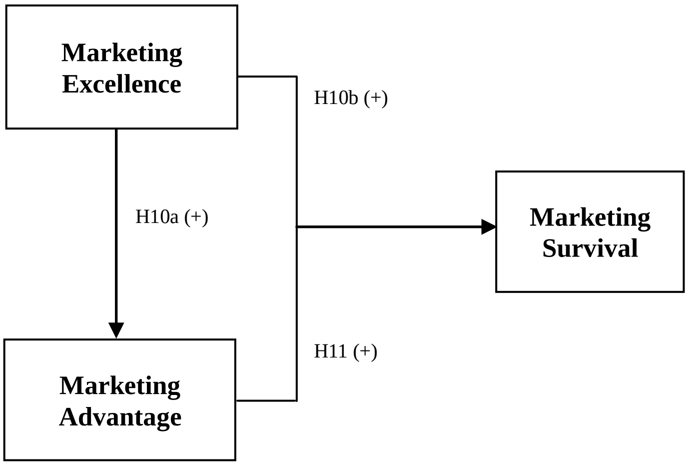


Table 12 shows the correlation matrix of marketing excellence, marketing advantage, and marketing survival. The results show that marketing excellence is significantly and positively correlated with both marketing advantage (r = .781, p < .01) and marketing survival (r = .643, p < .01). Likewise, marketing advantage has positive correlations with marketing survival (r = .649, p < .01).

Table 12 Descriptive Statistics and Correlation Matrix of Marketing Excellence, Marketing Advantage, and Marketing Survival

Variables	MEL	MAD	MSU	FAG	FSI
Mean	3.363	3.590	3.536	-	-
S.D.	.749	.643	.731	-	-
Marketing Excellence (MEL)					
Marketing Advantage (MAD)	.781***				
Marketing Survival (MSU)	.643***	.649***			
Firm Age (FAG)	.055	.125	.075		
Firm Size (FSI)	-.190**	-.121	-.104	.261***	

Note: ** p < .05, *** p < .01

The result of hypothesis testing is presented in Table13. It demonstrates that marketing excellence is significantly and positively related to marketing advantage (β = .778, p < .01). Several empirical findings of marketing literature point out that excellence will create competitive advantage. For instance, Freemantle (1999) suggests that service excellence is able to gain competitive advantage. Sterman (1998) argues that medical market excellence can help firms to achieve marketing goals and competitive advantage. ***Thus, hypothesis 10a is supported.***

Moreover, the results also show that marketing excellence has a significant and positive effect on marketing survival (β = .352, p < .01). Likewise, the result indicates that market advantage significantly and positively affects marketing survival (β = .373, p < .01). It is congruent with Irwin, Zwick and Sutton, (1999) who argue that profit organizations can survive by performing effective marketing operations. Similarly, Phokha and Ussahawanitchakit (2011) claim that marketing excellence will help firms to survive within the competitive environment because effective marketing practice contributes highest outcomes through competitive advantage in the market that enable firms to achieve marketing outcomes, including market share, profitability, and loyalty. ***Thus, hypotheses 10b and 11 are supported.***

Moreover, the results demonstrate that the control variables of firm age and firm size have no effect on either marketing advantage (β = .190, p > .10; β = .015, p > .10) or marketing survival (β = .017, p > .10; β = .017, p > .10).

Table 13 The Result of the Effects of Marketing Excellence and Marketing Advantage on Marketing Survival

Independent Variables	**Dependent Variables**	
	MAD	**MSU**
	Model 13	**Model 15**
Marketing Excellence (MEL)	.778*** (.058)	.352*** (.108)
Marketing Advantage (MAD)		.373*** (.108)
Firm Age (FAG)	.190 (.138)	.017 (.165)
Firm Size (FSI)	.015 (.153)	.017 (.181)
Adjusted R^2	.608	.451
Maximum VIF	1.124	2.633

Note: *** p < .01

The Effects of the Antecedents on Each Dimension of Strategic Brand Orientation with Market Experience as a Moderator

Figure 11 illustrates the effects of four antecedents, including proactive marketing vision, marketing leadership, firm resource readiness, and competitive intensity on each of the five dimensions of strategic brand orientation (brand vision focus, brand identity awareness, brand image concern, brand value concentration and brand equity orientation). These effects are hypothesized to be positively related as proposed in Hypotheses 12(a-e) - 15(a-e) which was transformed into the regression equations in Model 19, 21, 23, 25, and 27, as described in Chapter III. Furthermore, marketing experience is determined as the moderating variable on the relationships between these antecedents and the dimensions of strategic brand orientation. Marketing experience is proposed that it strengthens the relationships between the four antecedents and five dimensions of strategic brand orientation as analyzed from the regression equation model 20, 22, 24, 26, and 28. These relationships relied on hypotheses 21(a-e) to 24(a-e).

Figure 11 The Effects of Antecedents on Each Dimensions of Strategic Brand Orientation with Marketing Experience as a Moderator

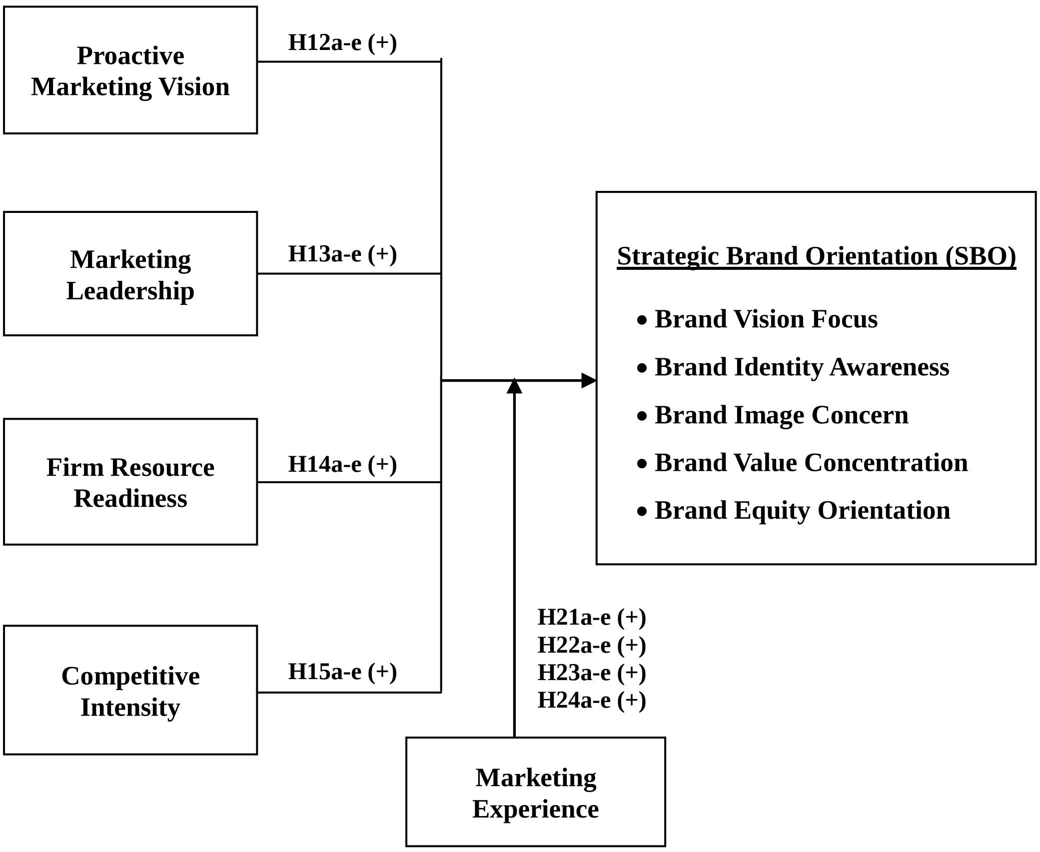


Table 14 presents the correlation among the four antecedents and five dimensions of strategic brand orientation. Firstly, the results point out that the correlation among the antecedents, including proactive marketing vision; marketing leadership, firm resource readiness, and competitive intensity are between .267-.623, less than .8 as recommended by Hair et al. (2010). Consistently, the maximum VIF among these variable is only 1.956, which is well below the cut-off value of 10 (Hair et al., 2010). As a result, these results show that there is no problem with multicollinearity. Secondly, the results indicate that all antecedents are significantly and positively related to all dimensions of strategic brand orientation, comprising brand vision focus, brand identity awareness, brand image concern, brand value concentration and brand equity orientation. These correlations are ranged between .321 - .748. Thirdly, the findings indicate that marketing experience is positively correlated to four antecedents, including proactive marketing vision (r = .312), marketing leadership (r = .529), firm resource readiness (r = .512), and competitive intensity (r = .485) which are lower than .8. Furthermore, the maximum VIF among four antecedents and marketing experience are 2.276 which is well below the cut-off value of 10. Thus, it can be concluded that the multicollinearity problems are of no concern. The results also show that marketing experience is positively correlated to the dimensions of strategic brand orientation, comprising brand vision focus (r = .419), brand identity awareness (r = .321), brand image concern (r = .406), brand value concentration (r = .425), and brand equity orientation (r = .367).

Table 14 Correlation Matrix of Marketing Experience, Four Antecedents of Strategic Brand Orientation, and Five Dimensions of Strategic Brand Orientation

Variables	PMV	MLE	FRR	CIN	BVF	BIA	BIC	BVC	BEO	MEP	FAG	FSI
Mean	4.146	3.796	3.776	4.203	4.224	4.109	4.252	4.178	3.93	3.848	-	-
S.D.	.531	.577	.609	.622	.500	.609	.553	.545	.669	.662	-	-
PMV												
MLE	.423***											
FRR	.267***	.623***										
CIN	.402***	.525***	.579***									
BVF	.747***	.478***	.498***	.597***								
BIA	.748***	.417***	.351***	.367***	.601***							
BIC	.427***	.466***	.426***	.510***	.491***	.485***						
BVC	.509***	.657***	.552***	.531***	.535***	.570***	.554***					
BEO	.636***	.473***	.414***	.409***	.636***	.751***	.501***	.636***				
MEP	.312***	.529***	.512***	485***	.419***	.321***	.406***	.425***	.367***			
FAG	-.017	-.176**	-.062	-.166	.038	-.145	-.267***	-.103	-.268***	-.140		
FSI	-.151	-.032	.008	.065	-.071	-.221**	-.090	-.085	-.089	-.042	.261***	

Note: ** $p < .05$, *** $p < .01$

The results of hypothesis testing are shown in Table 15. Firstly, the results demonstrate that proactive marketing vision has a significant and positive effect on all dimensions of strategic brand orientation, including brand vision focus ($\beta = .590$, $p < .01$), brand identity awareness ($\beta = .694$, $p < .01$), brand image concern ($\beta = .236$, $p < .01$), brand value concentration ($\beta = .240$, $p < .01$), and brand equity orientation ($\beta = .565$, $p < .01$). Both proactive marketing vision and strategic brand orientation are part of the philosophy of firms that are involved with the intention to look forward and do something that can induce change in market structure or behavior of external stakeholders (Charpavang and Ussahawanitchakit, 2010; Urde, Baumgarth, and Merrilees, 2013). Thus, proactive marketing vision is needed for brand-oriented firms, which explains why brand vision focus has a strongly positive effect on all dimensions of brand orientation. ***Thus, hypotheses 12a, 12b, 12c, 12d, and 12e are supported.***

Secondly, the results suggest that only marketing leadership has a significantly positive effect on brand value concentration ($\beta = .373$, $p < .01$). It is congruent with Jumpapang, Ussahawanitchakit and Jhundra-indra (2013) who found that marketing leadership has a positive effect on value creation. Also, it will increase brand value of the firms. ***Thus, hypothesis 13d is supported.*** Conversely, marketing leadership does not affect brand vision focus (β = -.025, p > .10), brand identity awareness (β = .012, p > .10), brand image concern (β = .121, p > .10), or brand equity awareness (β = .069, p > .10). The economist (2014) states that nowadays the cosmetic businesses are facing with price war, due to the significant increase of the online cosmetic retailing. Thus, it is possible that any cosmetic businesses may select a cost leadership strategy instead of product differentiation with brand to be marketing leadership. ***Thus, hypotheses 13a, 13b, 13c and 13e are not supported.***

Thirdly, the results reveal that firm resource readiness significantly and positively affects brand vision focus (β = .204, p < .01), brand image concern (β = .169, p < .05), brand value concentration (β = .174, p < .05), and brand equity orientation (β = .221, p < .05). Quite obviously, several findings found that firm resource readiness has a positively influence on brand orientation. Evens, Bridson, and Rentshaler (2013) suggest that financial resources are important factors for brand orientation. Likewise, Kaleka (2011) asserts that the development of a firm's capability requires the availability of financial resource. In addition, Waranantakul, Ussahawanitchakit, and Jhundra-indra (2013) found that resource readiness is needed for each dimensions of brand identity strategy. As a result, it implies that for brand building processes, some resources such as money or people are required to support each activity. ***Thus, hypotheses 14a, 14b, 14d, and 14e are supported.*** Surprisingly, the finding found that firm resource readiness does not have an influence on brand image concern (β = .136, p > .10). The creation of memory, perception, and attitude to external stakeholders about brand attributes is the aim of brand image concern. In the traditional view, all of the actions to connect brand with customer such as advertising requires several resources such as financial resource; however, the result is unfavorable. The finding of a lack of a relationship may occur from the influence of social media. McEleny (2009) argues that social network is the best way to improve brand attitude of the customer. Because several social networks such as Facebook or Twitter can advertise the brand and product for free, firm resource readiness may be not required. ***Thus, hypothesis 14c is not supported***.

Fourthly, the results point out that competitive intensity has a positive effect on brand vision focus ($\beta = .275, p < .01$), brand image concern ($\beta = .243, p < .05$), and brand value concentration ($\beta = .144, p < .10$). Competitive intensity involves the degree of competition, which largely affects the internal structure and organizational system (Jermias, 2008; Hoque, 2011; Prempree and Ussahawanitchakit, 2013). The strategic choices will be selected by determining both internal and external factors (Pleshko and Heiens, 2011). As a result, this research postulates that the degree of competition is one factor that is concerned by firms when they make decisions regarding the vision of their own brand. ***Thus, hypothesis 15a is supported.*** Moreover, in a competitive environment, customers will face with the complexity to make a purchase decision so that brand and overall image of brand can help them to differentiate a firm's product from competitors, and add extra value to the product (Ghodeswar, 2008; Pearson, 1996). As a result, it assumes that competitive intensity will force firms to create the brand familiarity with customers by communicating their brand image and value. ***Thus, hypotheses 15c and 15d are supported.*** Nevertheless, there is no influence of competitive intensity on brand identity awareness ($\beta = -.027, p > .10$). Barich and Kotler (1991) argue that the increasing of a number of competitors make it difficult to associate with targeted customers. Possibly, firm will emphasize the means to connect with customers greater than employees ***Thus, hypothesis 15b is not supported.*** Likewise, evidence points out that competitive intensity does not have a positive effect on brand equity orientation ($\beta = -.029, p > .10$). Since the cosmetics business involves several risks (Jacoby and Kaplan, 1972), customers who are satisfied might not switch to another brand even if new brands are introduced. ***Thus, hypothesis 15e is not supported.***

Lastly, the results of control variables shows that firm age is significantly related to brand image concern ($\beta = -.445, p < .05$) and brand equity orientation ($\beta = -.601, p < .01$). It means that the longer firms operate the higher the firm focuses on brand vision and brand equity. Moreover, firm size is not significantly related to any dimension of brand orientation. It means that large and small firms are equally likely to focus on their own brand in the same manner.

Table 15 The Result of Antecedents on Each Dimensions of Strategic Brand Orientation with Marketing Experience as a Moderator

Independent Variables	Dependent Variables									
	BVF	BVF	BIA	BIA	BIC	BIC	BVC	BVC	BEO	BEO
	Model19	Model20	Model21	Model22	Model23	Model24	Model25	Model26	Model27	Model28
Proactive Marketing Vision (PMV)	.590*** (.059)	.571*** (.059)	.694*** (.068)	.689*** (.071)	.236*** (.084)	.223*** (.088)	.240*** (.073)	.236*** (.077)	.565*** (.074)	.556*** (.077)
Marketing Leadership (MLE)	-.025 (.070)	-.048 (.072)	.012 (.081)	-.017 (.087)	.121 (.101)	.109 (.107)	.373*** (.087)	.366*** (.094)	.069 (.088)	.047 (.094)
Firm Resource Readiness (FRR)	.204*** (.070)	.183** (.070)	.169** (.081)	.160* (.084)	.136 (.100)	.115 (.105)	.174** (.087)	.176* (.091)	.221** (.088)	.199* (.092)
Competitive Intensity (CIN)	.275*** (.068)	.307*** (.074)	-.027 (.078)	.005 (.088)	.243** (.097)	.177 (.11)	.144* (.084)	.175* (.096)	-.029 (.085)	-.022 (.096)
Marketing Experience (MEP)		.047 (.064)		-.005 (.076)		.109 (.095)		-.020 (.083)		.044 (.083)
PMV x MEP		-.105 (.064)		.052 (.077)		.036 (.095)		-.040 (.083)		.011 (.083)
MLE x MEP		-.057 (.077)		-.007 (.092)		.052 (.114)		-.003 (.099)		-.052 (.100)
FRR x MEP		.166* (.092)		-.021 (.110)		.051 (.137)		-.024 (.120)		.139 (.120)
CIN x MEP		.082 (.076)		.062 (.091)		-.133 (.114)		.082 (.099)		-.004 (.099)
Firm Age (FAG)	.260 (.128)	.228* (.130)	-.241 (.147)	-.234 (.156)	-.445** (.183)	-.377* (.194)	.036 (.158)	-.002 (.169)	-.601*** (.160)	-.573*** (.170)

Table 15 (Continued)

Independent Variables	**Dependent Variables**									
	BVF	BVF	BIA	BIA	BIC	BIC	BVC	BVC	BEO	BEO
	Model19	Model20	Model21	Model22	Model23	Model24	Model25	Model26	Model27	Model28
Firm Size (FSI)	-.080 (.138)	-.156 (.140)	-.229 (.158)	-.252 (.167)	-.046 (.198)	-.047 (.208)	-.132 (.171)	-.137 (.181)	.169 (.173)	.104 (.182)
Adjusted R^2	.686	.704	.588	.576	.360	.346	.519	.502	.510	.498
Maximum VIF	1.956	2.276	1.956	2.276	1.956	2.276	1.956	2.276	1.956	2.276

Note: * p < .10, ** p < .05, *** p < .01

The Moderating Role of Marketing Experience

Marketing experience is examined as a moderating variable on the relationships between the antecedents and the dimensions of strategic brand orientation as shown in Figure 11. Marketing experience is proposed to strengthen the relationships between the four antecedents and five dimensions of strategic brand orientation that are analyzed from the regression equation models 20, 22, 24, 26, and 28. These relationships relied on hypotheses 21(a-e) to 24(a-e). Firstly, the results suggest that marketing experience does not significantly influence the relationship between proactive marketing vision and any of the dimensions of strategic brand orientation, including brand vision focus ($\beta = -.105$, $p > .10$), brand identity awareness ($\beta = .052$, $p > .10$), brand image concern ($\beta = .036$, $p > .10$), brand value concentration ($\beta = -.040$, $p > .10$), and brand equity orientation ($\beta = .011$, $p > .10$). ***Thus, hypothesis 21d is supported, but hypotheses 21a 21b, 21c, and 21e are not supported.***

Secondly, the results similarly indicate that marketing experience cannot increase the relationship between marketing leadership and any of the dimensions of strategic brand orientation, namely brand vision focus ($\beta = -.057$, $p > .10$), brand identity awareness ($\beta = -.007$, $p > .10$), and brand image concern ($\beta = .052$, $p > .10$), brand value concentration ($\beta = -.003$, $p > .10$), and brand equity orientation ($\beta = -.052$, $p > .10$). ***Thus, hypotheses 22a, 22b, 22c, 22d, and 22e are not supported.***

Thirdly, the results also demonstrate that marketing experience is only significant in reinforcing the relationship between firm resource readiness and brand vision focus ($\beta = .166$, $p < .10$), but on the other hand, marketing experience cannot strengthen the relationship between firm resource readiness and other dimensions of strategic brand orientation, namely brand identity awareness ($\beta = -.021$, $p > .10$), and brand image concern ($\beta = .051$, $p > .10$), brand value concentration ($\beta = -.024$, $p > .10$), and brand equity orientation ($-\beta = .139$, $p > .10$). ***Thus, hypothesis 23a is supported, but hypotheses 23b, 23c, 23d, and 23e are not supported.***

Fourthly, the results show that marketing experience has no significant moderating effect on the relationships among competitive intensity and the dimensions of strategic brand orientation, consisting of brand vision focus ($\beta = .082$, $p > .10$), brand identity awareness ($\beta = .062$, $p > .10$), brand image concern ($\beta = -.133$, $p > .10$), brand value concentration (β = .082, p > .10), and brand equity orientation (β = -.004, p > .10). ***Thus, hypotheses 24a, 24b, 24c, 24d, and 24e are not supported.***

According to prior findings, marketing experience only strengthens the relationship between firm resource readiness and brand vision focus (β = .166, p < .10). Brand vision identification is the main process of brand vision focus. It requires the consideration of both external factors such as competitive environmental and internal factors such as firm's resources. Marketing experience is the accumulated knowledge or skill regarding marketing activity with stakeholders (Syer, Ussahawanitchakit, and Jhundra-Indra, 2012). Thus a high degree of marketing experience tends to effectively allocate resources, and in turn improves the efficiency of brand orientation adoption. However, the current findings suggest that there is no moderating effect of marketing experience on the relationship between antecedents and any of the dimensions of brand orientation. Drucker (1995) argues that the fundamental activities of cosmetic businesses are the advertisement and the creation of brand recognition because customers are often careful when buying cosmetic products. Thus, it is possible that for cosmetic businesses, branding is a general process that firms must do, whether the firm has marketing experience or not.

Finally, the results of the control variable suggest that firm age is positively and significantly related to brand vision focus (β = .228, p < .10); however, it has a significant and negative effect on brand image concern (β = -.377, p < .10) and brand equity orientation (β = -.573, p < .01). The implication is that the younger a firm operates, the higher that firm focuses on brand vision, while the longer a firm operates, the higher that firm will prioritize brand image and brand equity. In addition, the results point out that firm size is not significantly related to any of the dimensions of strategic brand orientation. It means that brand building is similar among firms of both large and small size.

Summary

This chapter expresses the results and discussion of all twenty-four hypotheses that were tested. Firstly, key respondent characteristics, sample characteristics, and a correlation matrix among all variables have been described. Then, the results of the testing of the hypotheses were presented, which explain specific correlation analysis in each part of the conceptual model, OLS regression analysis finding, and the discussions of critical issues. This research has encountered some interesting findings, which are summarized as follows: (1) brand vision focus, brand image concern, and brand value concentration are important dimensions for developing strategic brand orientation to increase its outcomes. (2) both internal factors, including proactive marketing vision, marketing leadership, and firm resource readiness, as well as external factors, including competitive intensity have a positive relationship with each dimensions of strategic brand orientation. (3) Organization-stakeholder relationship can strengthen the effect of brand identity awareness and brand equity orientation on any outcomes of strategic brand orientation. (4) Marketing experience only appears to increase the effect of firm resource readiness on brand vision focus. In summary, there are three fully supported hypotheses, fifteen partially-supported hypotheses, and six unsupported hypotheses. Finally, Table 16 presents a summary of hypothesized relationships. The next chapter presents the conclusion of the research, theoretical contributions, managerial implications, limitations, and research directions for further research.

Table 16 Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships	Results
H1a	Brand vision focus will positively relate to organizational product success.	Not supported
H1b	Brand vision focus will positively relate to unconditional customer fulfillment.	Not supported
H1c	Brand vision focus will positively relate to competitive reaction effectiveness.	Supported
H1d	Brand vision focus will positively relate to market acceptance outstanding.	Not supported
H1e	Brand vision focus will positively relate to marketing excellence.	Not supported
H1f	Brand vision focus will positively relate to marketing advantage.	Not supported
H1g	Brand vision focus will positively relate to marketing survival.	Supported
H2a	Brand identity awareness will positively relate to organizational product success.	Not supported
H2b	Brand identity awareness will positively relate to unconditional customer fulfillment.	Not Supported
H2c	Brand identity awareness will positively relate to competitive reaction effectiveness.	Not Supported
H2d	Brand identity awareness will positively relate to market acceptance outstanding.	Not Supported
H2e	Brand identity awareness will positively relate to marketing excellence.	Not Supported
H2f	Brand identity awareness will positively relate to marketing advantage.	Not Supported
H2g	Brand identity awareness will positively relate to marketing survival.	Supported

Table 16 (Continued)

Hypothesis	**Description of Hypothesized Relationships**	**Results**
H3a	Brand image concern will positively relate to organizational product success.	Supported
H3b	Brand image concern will positively relate to unconditional customer fulfillment.	Supported
H3c	Brand image concern will positively relate to competitive reaction effectiveness.	Supported
H3d	Brand image concern will positively relate to market acceptance outstanding.	Supported
H3e	Brand image concern will positively relate to marketing excellence.	Supported
H3f	Brand image concern will positively relate to marketing advantage.	Supported
H3g	Brand image concern will positively relate to marketing survival.	Not Supported
H4a	Brand value concentration will positively relate to organizational product success.	Not Supported
H4b	Brand value concentration will positively relate to unconditional customer fulfillment.	Supported
H4c	Brand value concentration will positively relate to competitive reaction effectiveness.	Not Supported
H4d	Brand value concentration will positively relate to market acceptance outstanding.	Supported
H4e	Brand value concentration will positively relate to marketing excellence.	Not Supported
H4f	Brand value concentration will positively relate to marketing advantage.	Supported
H4g	Brand value concentration will positively relate to marketing survival.	Supported

Table 16 (Continued)

Hypothesis	**Description of Hypothesized Relationships**	**Results**
H5a	Brand equity orientation will positively relate to organizational product success.	Supported
H5b	Brand equity orientation will positively relate to unconditional customer fulfillment.	Not Supported
H5c	Brand equity orientation will positively relate to competitive reaction effectiveness.	Not Supported
H5d	Brand equity orientation will positively relate to market acceptance outstanding.	Not Supported
H5e	Brand equity orientation will positively relate to marketing excellence.	Not Supported
H5f	Brand equity orientation will positively relate to marketing advantage.	Not Supported
H5g	Brand equity orientation will positively relate to marketing survival.	Not Supported
H6a	Organizational product success will positively relate to Organizational marketing excellence.	Supported
H6b	Organizational product success will positively relate to Organizational marketing advantage.	Supported
H7a	Unconditional customer fulfillment will positively relate to marketing excellence.	Not Supported
H7b	Unconditional customer fulfillment will positively relate to marketing advantage.	Not Supported
H8a	Competitive reaction effectiveness will positively relate to marketing excellence.	Supported
H8b	Competitive reaction effectiveness will positively relate to marketing advantage.	Supported
H9a	Marketing acceptance outstanding will positively relate to marketing excellence.	Supported

Table 16 (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H9b	Marketing acceptance outstanding will positively relate to marketing advantage.	Supported
H10a	Marketing excellence will positively relate to marketing advantage.	Supported
H10b	Marketing excellence will positively relate to marketing survival.	Supported
H11	Marketing advantage will positively relate to marketing survival.	Supported
H12a	Proactive marketing vision will positively relate to brand vision focus.	Supported
H12b	Proactive marketing vision will positively relate to brand identity awareness.	Supported
H12c	Proactive marketing vision will positively relate to brand image concern.	Supported
H12d	Proactive marketing vision will positively relate to brand value concentration.	Supported
H12e	Proactive marketing vision will positively relate to brand equity orientation.	Supported
H13a	Marketing leadership will positively relate to brand vision focus.	Not Supported
H13b	Marketing leadership will positively relate to brand identity awareness.	Not Supported
H13c	Marketing leadership will positively relate to brand image concern.	Not Supported
H13d	Marketing leadership will positively relate to brand value concentration.	Supported
H13e	Marketing leadership will positively relate to brand equity orientation.	Not Supported

Table 16 (Continued)

Hypothesis	**Description of Hypothesized Relationships**	**Results**
H14a	Firm resource readiness will positively relate to brand vision focus.	Supported
H14b	Firm resource readiness will positively relate to brand identity awareness.	Supported
H14c	Firm resource readiness will positively relate to brand image concern.	Not Supported
H14d	Firm resource readiness will positively relate to brand value concentration.	Supported
H14e	Firm resource readiness will positively relate to brand equity orientation.	Supported
H15a	Competitive intensity will positively relate to brand vision focus.	Supported
H15b	Competitive intensity will positively relate to brand identity awareness.	Not Supported
H15c	Competitive intensity will positively relate to brand image concern.	Supported
H15d	Competitive intensity will positively relate to brand value concentration.	Supported
H15e	Competitive intensity will positively relate to brand equity orientation.	Not Supported
H16a	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and Organizational product success.	Not Supported
H16b	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and unconditional customer fulfillment.	Not Supported

Table 16 (Continued)

Hypothesis	**Description of Hypothesized Relationships**	**Results**
H16c	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and competitive reaction effectiveness.	Not Supported
H16d	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and market acceptance outstanding.	Not Supported
H16e	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and marketing excellence.	Not Supported
H16f	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and marketing advantage.	Not Supported
H16g	Organization-stakeholder relationship positively moderates the relationships between brand vision focus and marketing survival.	Not Supported
H17a	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and Organizational product success.	Not Supported
H17b	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and unconditional customer fulfillment.	Not Supported
H17c	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and competitive reaction effectiveness.	Not Supported
H17d	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and market acceptance outstanding.	Supported

Table 16 (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H17e	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and marketing excellence.	Not Supported
H17f	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and marketing advantage.	Supported
H17g	Organization-stakeholder relationship positively moderates the relationships between brand identity awareness and marketing survival.	Supported
H18a	Organization-stakeholder relationship positively moderates the relationships between brand image concern and Organizational product success.	Not Supported
H18b	Organization-stakeholder relationship positively moderates the relationships between brand image concern and unconditional customer fulfillment.	Not Supported
H18c	Organization-stakeholder relationship positively moderates the relationships between brand image concern and competitive reaction effectiveness.	Not Supported
H18d	Organization-stakeholder relationship positively moderates the relationships between brand image concern and market acceptance outstanding.	Not Supported
H18e	Organization-stakeholder relationship positively moderates the relationships between brand image concern and marketing excellence.	Not Supported
H18f	Organization-stakeholder relationship positively moderates the relationships between brand image concern and marketing advantage.	Not Supported

Table 16 (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H18g	Organization-stakeholder relationship positively moderates the relationships between brand image concern and marketing survival.	Not Supported
H19a	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and Organizational product success.	Not Supported
H19b	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and unconditional customer fulfillment.	Not Supported
H19c	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and competitive reaction effectiveness.	Not Supported
H19d	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and market acceptance outstanding.	Not Supported
H19e	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and marketing excellence.	Not Supported
H19f	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and marketing advantage.	Not Supported
H19g	Organization-stakeholder relationship positively moderates the relationships between brand value concentration and marketing survival.	Not Supported
H20a	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and Organizational product success.	Supported

Table 16 (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H20b	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and unconditional customer fulfillment.	Not Supported
H20c	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and competitive reaction effectiveness.	Not Supported
H20d	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and market acceptance outstanding.	Not Supported
H20e	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and marketing excellence.	Not Supported
H20f	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and marketing advantage.	Not Supported
H20g	Organization-stakeholder relationship positively moderates the relationships between brand equity orientation and marketing survival.	Not Supported
H21a	Marketing experience positively moderates the relationships between proactive marketing vision and brand vision focus.	Not Supported
H21b	Marketing experience positively moderates the relationships between proactive marketing vision and brand identity awareness.	Not Supported
H21c	Marketing experience positively moderates the relationships between proactive marketing vision and brand image concern.	Not Supported

Table 16 (Continued)

Hypothesis	**Description of Hypothesized Relationships**	**Results**
H21d	Marketing experience positively moderates the relationships between proactive marketing vision and brand value concentration.	Not Supported
H21e	Marketing experience positively moderates the relationships between proactive marketing vision and brand equity orientation.	Not Supported
H22a	Marketing experience positively moderates the relationships between marketing leadership and brand vision focus.	Not Supported
H22b	Marketing experience positively moderates the relationships between marketing leadership and brand identity awareness.	Not Supported
H22c	Marketing experience positively moderates the relationships between marketing leadership and brand image concern.	Not Supported
H22d	Marketing experience positively moderates the relationships between marketing leadership and brand value concentration.	Not Supported
H22e	Marketing experience positively moderates the relationships between marketing leadership and brand equity orientation.	Not Supported
H23a	Marketing experience positively moderates the relationships between firm resource readiness and brand vision focus.	Supported
H23b	Marketing experience positively moderates the relationships between firm resource readiness and brand identity awareness.	Not Supported

Table 16 (Continued)

Hypothesis	**Description of Hypothesized Relationships**	**Results**
H23c	Marketing experience positively moderates the relationships between firm resource readiness and brand image concern.	Not Supported
H23d	Marketing experience positively moderates the relationships between firm resource readiness and brand value concentration.	Not Supported
H 23e	Marketing experience positively moderates the relationships between firm resource readiness and brand equity orientation.	Not Supported
H24a	Marketing experience positively moderates the relationships between competitive intensity and brand vision focus.	Not Supported
H24b	Marketing experience positively moderates the relationships between competitive intensity and brand identity awareness.	Not Supported
H24c	Marketing experience positively moderates the relationships between competitive intensity and brand image concern.	Not Supported
H24d	Marketing experience positively moderates the relationships between competitive intensity and brand value concentration.	Not Supported
H24e	Marketing experience positively moderates the relationships between competitive intensity and brand equity orientation.	Not Supported

CHAPTER V

CONCLUSION

The prior chapter described respondent characteristics and descriptive statistics, correlation matrix, and the results of testing hypotheses. This chapter proposes to explain the conclusions, the theoretical and managerial contributions, limitations and suggestions for further research

This research has investigated the effects of strategic brand orientation on the consequents, including organizational product success, unconditional customer fulfillment, and competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival of cosmetic businesses in Thailand. Furthermore, proactive marketing vision, marketing leadership, firm resource readiness, and competitive intensity have been assigned as the antecedents of strategic brand orientation. Moreover, two moderating variables were tested. The first moderator, organization-stakeholder relationship, was posited to strengthen the relationship between the dimensions of strategic brand orientation and its consequents, while the second moderator, marketing experience, was posited to reinforce relationships between the antecedents of strategic brand orientation and five dimensions of strategic brand orientation.

Initially, the key research question of this research is “how does strategic brand orientation relate to marketing survival?” In detail, six specific research questions were proposed as follows: 1) how does each of five dimensions of strategic brand orientation relate to unconditional customer fulfillment, organizational product success, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival? 2) How do organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance relate to marketing excellence and marketing advantage? 3) How does marketing excellence relate to marketing advantage and marketing survival? 4) How does marketing advantage relate to marketing survival? 5) How do proactive marketing vision, marketing leadership, marketing resources readiness, and competitive intensity relate to each of five dimensions of strategic brand orientation? 6) How does organization-stakeholder relationship moderate the relationships among each of five dimensions of strategic brand orientation, organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival? And 7) How does marketing experience moderate the relationships among proactive marketing vision, marketing leadership, marketing resources readiness, competitive intensity, and each of five dimensions of strategic brand orientation?

The conceptual model of this research is explained by three theories, including Resource Advantage Theory, Contingency Theory, and Stakeholder Theory. The first, Resource Advantage Theory, was used to explain the relationship between strategic brand orientation and its outcomes, whilst Contingency Theory was applied to describe the relationship between antecedents, the moderating effect of market experience, and strategic brand orientation. Furthermore, Stakeholder Theory was used to express the moderating effect of organization-stakeholder relationship on the relationship between strategic brand orientation and its consequents.

For research investigation, cosmetic businesses in Thailand were selected as the research population and sample due to the emphasis in the cosmetic products industry on brand building as a primary resource to promise good quality, reduced risk, generating trust, and simplifying customer choices (Keller and Lehmann, 2006). The sample of this research was obtained from the database of Department of Business Development in Thailand (DBD). A total of 683 questionnaires were mailed to marketing directors and marketing managers who were determined as key informants. This research analyzed the data of respondents by using multiple regressions as the main analysis instrument. The overall result concluded that most of the hypotheses tested were partially supported. The results of each hypothesis according to each specific research question are summarized as follows:

For the relationship among the dimensions of strategic brand orientation and its consequents, according to the first specific research question, the results suggest that brand vision focus has a significant and positive effect on competitive reaction effectiveness and marketing survival. Brand identity awareness has a similarly positive effect on marketing survival. Brand image concentration has a positive effect on organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence and marketing advantage. Brand value concentration also has a positive effect on unconditional customer fulfillment, outstanding market acceptance, marketing advantage, and marketing survival. Moreover, brand equity orientation positively affects organizational product success. For the second specific research question, the results indicate that organizational product success, competitive reaction effectiveness, and outstanding market acceptance have a significant and positive effect on both marketing excellence and marketing advantage. For the third specific research question, the finding presents that marketing excellence significantly and positively affects marketing advantage and marketing survival. For the fourth specific research question, the finding presents that market advantage significantly and positively affects marketing survival.

For the relationship between the antecedents and strategic brand orientation, with regard to the fifth specific research question, the findings indicate that proactive marketing vision has a significant and positive effect on all dimensions of strategic brand orientation, including brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. Marketing leadership only has a significantly positive effect on brand value concentration. Firm resource readiness positively affects brand vision focus, brand identity awareness, brand value concentration, and brand equity orientation. Moreover, competitive intensity has a positive effect on brand vision focus, brand image concern, and brand value concentration.

As far as the role of moderator, according to the sixth specific research question, the results demonstrate that organization-stakeholder relationship plays a vital moderating role on the effect of brand identity awareness on outstanding market acceptance, marketing advantage, and marketing survival. Furthermore, organization-stakeholder relationship strengthens the effect of brand equity orientation on organizational product success. For the seventh specific research question, the findings indicate that marketing experience plays an important moderating role on the relationship between firm resource readiness and brand vision focus.

On the whole, strategic brand orientation is important for all positive outcomes that lead to the survival of organization. Brand vision focus, brand image concern and brand value concentration seem to be important components of strategic brand orientation, which lead to the increase of organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Additionally, organization-stakeholder relationship becomes necessary to increase positive outcomes of brand identity awareness and brand equity orientation, whereas marketing experience is a potential resource to increase the degree of strategic brand orientation by strengthening the effect of firm resource readiness on brand vision focus. To simplify these aforementioned conclusions, the results are summarized and shown in Table 21 below.

Table 17 A Summary of Results in All Research Questions

Research Questions	Hypothesis	Results	Conclusion
<u>Specific Research Question</u> (1) How do each of five dimensions of strategic brand orientation relate to unconditional customer fulfillment, organizational product success, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage and marketing survival?	H1a-g H2a-g H3a-g H4a-g H5a-g	- Brand vision focus has a positive effect on competitive reaction effectiveness and marketing survival. - Brand identity awareness positively impact on marketing survival. - Brand image concentration has a positive effect on organizational product success, unconditional customer fulfillment, competitive reaction effectiveness and outstanding market acceptance, marketing excellence, and market advantage. - Brand value concentration has a positive influence on unconditional customer fulfillment, outstanding market acceptance, and marketing survival. - Brand equity orientation positively affects organizational product success.	Partially supported
(2) How do organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, and outstanding market acceptance relate to	H6a-b H7a-b H8a-b H9a-b H10a	- Organizational product success, competitive reaction effectiveness, and outstanding market acceptance have a significant and positive effect on marketing excellence and marketing advantage	Partially supported

Table 17 (Continued)

Research Questions	Hypothesis	Results	Conclusion
marketing excellence and marketing advantage?			
(3) How does marketing excellence relate to marketing advantage and marketing survival?	H10a-b	- Marketing excellence significantly and positively affects marketing advantage and marketing survival.	Fully Supported
(4) How does marketing advantage relate to marketing survival?	H11	- Marketing advantage significantly and positively affects marketing survival.	Fully Supported
(5) How do proactive marketing vision, marketing leadership, marketing resources readiness, and competitive intensity relate to each of five dimensions of strategic brand orientation?	H12a-e H13a-e H14a-e H15a-e	- Proactive marketing vision has a significant and positive effect on brand vision focus, brand identity awareness, brand image concern, brand value concentration, and brand equity orientation. - Marketing leadership has a significantly positive effect on brand value concentration. - Firm resource readiness positively affects brand vision focus, brand identity awareness, brand value concentration, brand equity orientation. - Competitive intensity has a positive effect on brand vision focus, brand image concern, and brand value concentration.	Partially Supported

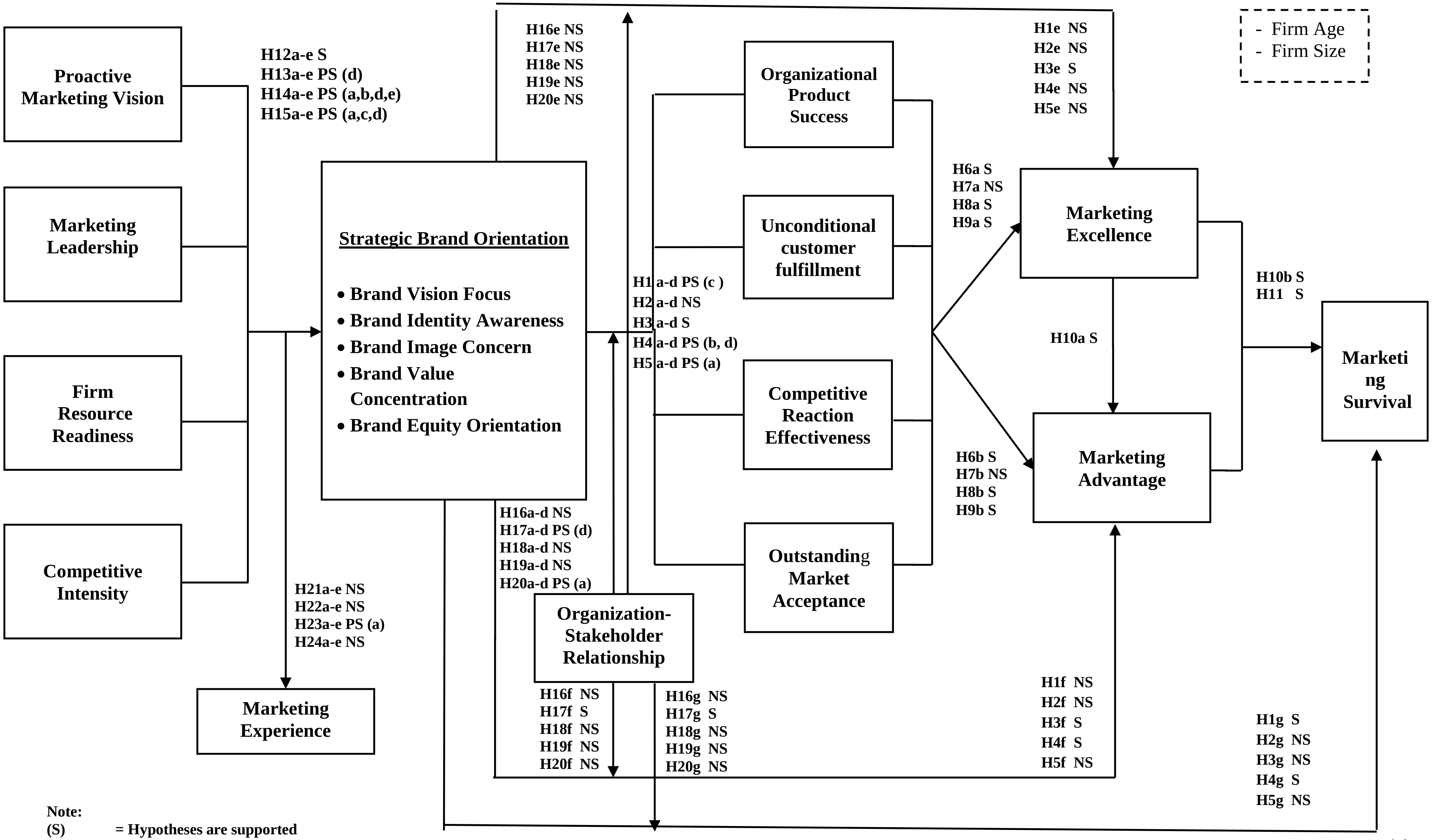
Table 17 (Continued)

Research Questions	Hypothesis	Results	Conclusion
(6) How does organization-stakeholder relationship moderate the relationships among each of five dimensions of strategic brand orientation, organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival?	H16a-g H17a-g H18a-g H19a-g H20a-g	- Organization-stakeholder relationship strengthens the effect of brand identity awareness on outstanding market acceptance, and marketing advantage. - Organization-stakeholder relationship enhances the effect of brand equity orientation on organizational product success.	Partially Supported

Table 17 (Continued)

Research Questions	Hypothesis	Results	Conclusion
(7) How does marketing experience moderate the relationships among proactive marketing vision, marketing leadership, marketing resources readiness, competitive intensity, and each of five dimensions of strategic brand orientation?	H21a-e H22a-e H23a-e H24a-e	- Marketing experience plays an important moderating role on the relationship between firm resource readiness and brand value concentration.	Partially Supported

Figure 12 A Summary of the Results of the Hypotheses Testing



Note:
(S) = Hypotheses are supported
(PS) = Hypotheses are partially supported and supported hypotheses are shown in parentheses
(NS) = Hypotheses are not Supported

Theoretical and Managerial Contributions

Theoretical Contribution

This paper attempts to expand knowledge regarding the importance of the use of strategic brand orientation in the organization to survive in an environment of intensive competition. Four theoretical contributions are provided as follow.

Firstly, from reviewing the literature of brand orientation, it has been found that brand orientation is widely described as an abstract concept, so empirical evidence of brand orientation is introduced as varying concepts depending on the notion of the researchers (e.g. Bridson and Evan, 2004; Ewing and Napoli, 2005; Urde, 1999; Wong and Merrilees, 2008). As a result, there is no clear empirical guideline of brand orientation. Moreover, the prior literature found that there has been little research examining the relationships between brand orientation and other variables, and when they are investigated, it is within a limited scope of performance (eg. Baumgarth, 2009; Wong and Merrilees, 2008). This paper has sought to develop a more concrete concept, and gain more understanding regarding a new concept of strategic brand orientation by applying findings from the brand orientation, strategic orientation, and brand management literature. Likewise, the dimensions of strategic brand orientation, comprising brand vision focus, brand identity awareness; brand image concern, brand value concentration, and brand equity orientation have been developed to clarify the concept of strategic brand orientation which will be useful for further study.

Moreover, this paper has sought to identify the relevant constructs, including antecedents, consequents, and moderators that relate to the use of strategic brand orientation.

Secondly, new measurements of several constructs, including brand vision focus, brand identity awareness; brand image concern, brand value concentration, brand equity orientation, organizational product success, unconditional customer fulfillment, competitive reaction effectiveness, outstanding marketing acceptance, and marketing survival have been developed and applied. These applications can benefit further study for academicians who are studying brand literature.

Thirdly, the relationships in the conceptual model are explained by three theories, including Resource Advantage Theory, Contingency Theory, and Stakeholder

Theory and thus expanding our knowledge of the role of these theories in brand literature.

Finally, because brand orientation is an abstract concept, most of the existing research on brand orientation has been conceptual or qualitative, and thus lacking in quantitative results. Since this study has been based on quantitative research, it provides results that can be generalized about the relationships among the relevant constructs and strategic brand orientation.

Managerial Contribution

There are several managerial implications provided for the marketing manager or marketing director derived from these results. Firstly, the empirical results suggest that brand-oriented firms should pay attention to identifying their brand vision, especially concerning the brand image, and emphasizing the brand value. The identification of brand vision is important for gaining competitive reaction effectiveness and marketing survival. Interestingly, it was clear that brand image should be strongly associated with customers to increase all outcomes, including organizational product success, unconditional customer fulfillment, and competitive reaction effectiveness, outstanding market acceptance, marketing excellence, marketing advantage, and marketing survival. Also, brand value concentration is important for brand oriented firms because it is able to fulfill unconditional needs and wants of customers, gain the acceptance of the market, increase marketing advantage and provide marketing survival. Secondly, the empirical results also indicate that internal factors, including proactive marketing vision, marketing leadership, and firm resource readiness are important factors for the use of strategic brand orientation to the firms. Proactive marketing vision was especially found to be an important factor that marketing directors or marketing managers should pay more attention to as a first priority. In addition the results suggest that strategic brand orientation is one of strategic guidance for survival of marketing in intensive competition. Thirdly, the empirical results confirm that organization-stakeholder relationship is an energetic resource that can strengthen the relationship between strategic brand orientation, and several outcomes of strategic brand orientation. Thus, marketing directors or marketing managers should not neglect to make a good relationship with their firms' customers. Likewise, the findings have explored the moderating role of marketing experience on the relationship between firm resource readiness and brand vision focus. Thus, for brand oriented-firms, marketing experience is an important capability that plays a role for identifying brand focus by evaluating overall firm's existing resources.

Limitations and Future Research Directions

Limitations

This study has two limitations. The first limitation is the small sample size of respondents. Although the research tried to follow up the questionnaire, the returned sample size is only 125. The low number of data sources may decrease the quality of results and the power of the statistical testing (Jaworski and Kohli, 1993). The possible reason for the large number of non-responses may be because these questionnaires were sent during the political coup in Thailand. The stressful atmosphere and the limitation on communications may have entailed the suspension or reduction of firm activity. The second limitation is that, among the respondents, around thirty-four percent worked in other positions besides marketing director and marketing manager. The answers that were given from these respondents probably affect the quality of the empirical results. These other positions include business owner, general manager, sales manager, industrial manager, accounting employee, and financial employee. Even though the portion of respondents occupying other positions seems large, they may still have been the best respondents of each firm, especially in firms which do not have marketing director or marketing manager position.

Future Research Directions

Some suggestions for further study are provided as follows: Firstly, because of an absence of empirical research, this study provides general results that have been collected by a quantitative method. Future research is needed to confirm the generalizability and the reliability of the results by changing targeted populations to other groups. Secondly, the result shows that marketing experience strengthens the relationship between firm resource readiness and brand vision focus, but only these. Other interesting moderators may play a better moderating role on the relationship between antecedents and brand orientation. Further study should explore other

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moderators that may have a greater effect on several dimensions of strategic brand orientation to expand knowledge regarding brand literature.

APPENDICES

APPENDIX A

Non-Response Bias Tests

Table A Non-Response Bias Tests

Comparison	n	Mean	Std. Dev.	t-value	P-value
Firm Type	125				
• First Group	63	1.22	.419	.622	.535
• Second Group	62	1.18	.385		
Firm Category	125				
• First Group	63	2.43	.837	-.715	.476
• Second Group	62	2.53	.783		
Firm Location	125				
• First Group	63	1.97	1.513	.062	.951
• Second Group	62	1.95	1.509		
Operating Capital	125				
• First Group	63	1.25	.761	-.147	.883
• Second Group	62	1.27	.772		
Number of years firm has operated in a business:	125				
• First Group	63	2.13	.942	-.473	.637
• Second Group	62	2.21	1.010		
Number of current employees:	125				
• First Group	63	1.33	.823	-.35	.727
• Second Group	62	1.39	.894		
Average annual income:	125				
• First Group	63	1.65	.986	-.668	.505
• Second Group	62	1.77	1.078		

APPENDIX B

Respondent Characteristics

Table 1B Demographic Characteristics of Respondents

Descriptions	**Categories**	**Frequencies**	**Percent (%)**
1.Gender	Male	55	44.00
	Female	70	56.00
Total		**125**	**100**
2. Age	Less than 30 years old	18	14.40
	30 - 40 years old	46	36.80
	41 - 50 years old	39	31.20
	More than 50 years old	22	17.60
Total		**125**	**100**
3. Marital Status	Single	47	37.60
	Married	74	59.20
	Divorced	4	3.20
Total		**125**	**100**
4. Education Level	Bachelor’s degree or equal	56	44.80
	Higher than Bachelor’s degree	69	55.20
Total		**125**	**100**
5. Work Experience	Less than 5 years	22	17.60
	5 - 10 years	19	15.20
	11 - 15 years	27	21.60
	More than 15 years	57	45.60
Total		**125**	**100**
6. Avarage Income Per Month	Less than 50,000 Baht	37	29.60
	50,000 – 100,000 Baht	44	35.20
	100,001 - 150,000 Baht	10	8.00
	More than 150,000 Baht	34	27.30
Total		**125**	**100**
7. Present Position	Marketing Director	16	12.80
	Marketing Manager	66	52.80
	Others	43	34.40
Total		**125**	**100**

APPENDIX C

Cosmetic Businesses Characteristics

Table 1C Demographic Characteristics of Cosmetic businesses in Thailand

Descriptions	**Categories**	**Frequencies**	**Percent (%)**
1. Business Owner Type	Limited company	100	80.00
	Partnership	25	20.00
	Total	**125**	**100**
2. Business Category	Business to Business	25	20.00
	Business to Customer	25	12.00
	Business to Business and Customer	85	68.00
	Total	**125**	**100**
3. Main Business Location	Bangkok	82	65.60
	Northern Region	5	4.00
	Central Region	17	13.60
	Eastern Region	7	5.60
	Northeastern Region	10	8.00
	Southern Region	4	3.20
	Western Region	0	0.00
	Total	**125**	**100**
4. Business Operating capital	Less than 25,000,000 Baht	108	86.40
	25,000,000 - 50,000,000 Baht	9	7.20
	50,000,001 - 75,000,000 Baht	0	0.00
	More than 75,000,000 Baht	4	6.40
	Total	**125**	**100**
5. The Period of time in business	Less than 5 years	29	23.20
	5 - 10 years	67	53.60
	11 - 15 years	8	6.40
	More than 15 years	21	16.80
	Total	**125**	**100**

Table 1C (Continued)

Descriptions	Categories	Frequencies	Percent (%)
6. The number of employees	Less than 50 persons	102	81.60
	50 – 100 persons	10	8.00
	101 – 150 persons	4	3.20
	More than 150 persons	9	7.20
	Total	**125**	**100**
7. Average annual income	Less than 10,000,000 baht	75	60.0
	10,000,000 - 30,000,000 baht	25	20.0
	30,000,001 - 50,000,000 baht	11	8.8
	More than 50,000,000 baht	14	11.2
	Total	**125**	**100**

APPENDIX D

Item Factor Loadings and Reliability Analyses in Sample

Table 1D Item Factor Loadings and Reliability Analyses in Sample

Constructs	Items	Factor Loadings	Reliability (Alpha)
Brand Vision Focus (BVF)	BVF1	.784	
	BVF2	.824	.787
	BVF3	.771	
	BVF4	.767	
Brand Identity Awareness (BIA)	BIA1	.673	
	BIA2	.842	.701
	BIA3	.851	
Brand Image Concern (BIC)	BIC1	.814	
	BIC2	.674	.786
	BIC3	.833	
	BIC4	.806	
Brand Value Concentration (BVC)	BVC1	.790	
	BVC2	.786	.816
	BVC3	.827	
	BVC4	.808	
Brand Equity Orientation (BEO)	BEO1	.794	
	BEO2	.897	.864
	BEO3	.909	
	BEO4	.765	
Organizational Product Success (OPS)	OPS1	.813	
	OPS2	.759	.746
	OPS3	.689	
	OPS4	.749	
Unconditional Customer Fulfillment (UCF)	UCF1	.860	
	UCF2	.849	.854
	UCF3	.836	
	UCF4	.793	
Competitive Reaction Effectiveness (CRE)	CRE1	.757	
	CRE2	.888	.759
	CRE3	.830	
Market Acceptance Outstanding (MAO)	MAO1	.815	
	MAO2	.801	.821
	MAO3	.816	
	MAO4	.797	
Marketing Excellence (MEL)	MEL1	.785	
	MEL2	.713	.845
	MEL3	.680	
	MEL4	.811	
	MEL5	.756	
	MEL6	.768	

Table 1D (Continued)

Constructs	**Items**	**Factor Loadings**	**Reliability (Alpha)**
Marketing Advantage (MAD)	MAD1	.762	.718
	MAD2	.789	
	MAD3	.742	
	MAD4	.665	
Market Survival (MSU)	MSU1	.861	.884
	MSU2	.874	
	MSU3	.876	
	MSU4	.837	
Proactive Marketing Vision (PMV)	PMV1	.808	.745
	PMV2	.780	
	PMV3	.676	
	PMV4	.755	
Marketing Leadership (MLE)	MLE1	.792	.846
	MLE2	.818	
	MLE3	.853	
	MLE4	.845	
Firm Resource Readiness (FRR)	FRR1	.833	.796
	FRR2	.903	
	FRR3	.796	
Competitive Intensity (CIN)	CIN1	.847	.867
	CIN2	.789	
	CIN3	.796	
	CIN4	.822	
	CIN5	.803	
Organization-Stakeholder Relationship (OSR)	OSR1	.797	.740
	OSR2	.721	
	OSR3	.711	
	OSR4	.774	
Marketing Experience (MEP)	MEP1	.861	.865
	MEP2	.851	
	MEP3	.913	
	MEP4	.746	

APPENDIX E

Cover Letter and Questionnaire (English Version)

Questionnaire to the Ph. D. Dissertation Research
"Strategic Brand Orientation and Marketing Survival: An Empirical Investigation of Cosmetic Businesses in Thailand"

Dear Sir,

The objective of this research is to examine the brand operation of cosmetic businesses in Thailand. This research is a part of doctoral dissertation of Mister Supachai Tungbunyasiri at the Mahasarakham Business School, Mahasarakham University, Thailand. The questionnaire is divided into 7 parts

Part 1: Personal information about marketing executive of cosmetic businesses in Thailand,
Part 2: General information about cosmetic businesses in Thailand,
Part 3: Opinion on strategic brand orientation of cosmetic businesses in Thailand,
Part 4: Opinion on marketing outcomes of cosmetic businesses in Thailand,
Part 5: Opinion on internal environmental factors of cosmetic businesses in Thailand,
Part 6: Opinion on external environmental factors of cosmetic businesses in Thailand, and
Part 7: Recommendations and suggestions in the brand operation of cosmetic businesses in Thailand.

Your answers will be kept in confidentiality and your information will not be shared with any outsider party without your permission.

Do you want a summary of the results?

( ) Yes, e-mail …………………………………… ( ) No

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly. Cell phone: 0894943230 / Email: zynophobia@gmail.com

Sincerely yours,

(Mister Supachai Tungbunyasiri)
Ph. D. Student
Mahasarakham Business School
Mahasarakham University, Thailand

<u>Section 1</u> Personal information about marketing executive of cosmetic businesses in Thailand

1. Gender
   - □ Male　　□ Female

2. Age
   - □ Less than 30 years old　　□ 30 – 40 years old
   - □ 41-50 years old　　□ More than 50 years old

3. Marital status
   - □ Single　　□ Married
   - □ Divorced

4. Level of education
   - □ Bachelor's degree or equal　　□ Higher than Bachelor's degree

5. Working experiences
   - □ Fewer than 5 years　　□ 5- 10 years
   - □ 11 – 15 years　　□ More than 15 years

6. Average revenues per month
   - □ Less than 50,000 Baht　　□ 50,000 – 100,000 Baht
   - □ 100,001 - 150,000 Baht　　□ More than 150,000 Baht

7. Current position
   - □ Marketing director　　□ Marketing manager
   - □ Other (Please Specify)……………………….…

<u>Section 2</u> General information about your cosmetic businesses in Thailand

1. Business owner type
   - ☐ Company limited
   - ☐ Partnership

2. Business category
   - ☐ Sell to other buyers
   - ☐ Sell directly to customers
   - ☐ Sell to both buyers and customers

3. Business location
   - ☐ Bangkok
   - ☐ Northern region
   - ☐ Central region
   - ☐ Eastern region
   - ☐ Northeastern region
   - ☐ Southern region
   - ☐ Western region

3. Operating capital
   - ☐ Less than 25,000,000 Baht
   - ☐ 25,000,000 – 50,000,000 Baht
   - ☐ 50,000,001 – 75,000,000 Baht
   - ☐ More than 75,000,000 Baht

4. The period of time in business operation
   - ☐ Fewer than 5 years
   - ☐ 5-10 years
   - ☐ 11-15 years
   - ☐ More than 15 years

5. Number of currently employees
   - ☐ Fewer than 50 people
   - ☐ 50 - 100 people
   - ☐ 101 – 150 people
   - ☐ More than 150 people

6. Average annual income
   - ☐ Less than 10,000,000 Baht
   - ☐ 10,000,000 – 30,000,000 Baht
   - ☐ 30,000,001 – 50,000,000 Baht
   - ☐ More than 50,000,000 Baht

<u>Section 3</u> Opinion on your company's strategic brand orientation of cosmetic businesses in Thailand

Strategic Brand Orientation	The level of agreement				
	5 Strongly Agree	**4** Agree	**3** Neutral	**2** Disagree	**1** Strongly Disagree
Brand Vision Focus 1. The company believes that its future goals and ways to achieve the goals of the business and brand will allow the business to succeed.					
2. The company focuses on the target of brand in the future in order to serve as guidelines for the marketing activities of the business unit to achieve the goals of the brand.					
3. The company focuses on plans and processes to leverage the brand to serve as a guideline for the management of activities that relate to the better brand.					
4. The company is aware that the implementation of the marketing process must be consistent with the goals of the brand that will make better market operation.					
Brand Identity Awareness 5. The company attempts to create an identity for the brand in both the physical and cultural personality of the brand. This brand identity distinguishes it from competitors.					
6. The company focuses on the transferring of brand identity to business culture that can create cohesion between inter-businesses and branding.					
7. The company encourages the parties to educate employees about the personality of the brand's business in order to establish conformity and unity of marketing management and brand identity.					
Brand Image Concern 8. The company believes that creating a good image is the key processes of branding which affects efficiency of the evaluation decision of the customer process.					
9. The company focuses on linking the brand to the products of the company to offer a memorable and positive brand.					
10. The company intends to communicate a positive image of the branding via media and marketing activities to create a recognized brand of customers.					
11. The company encourages using the brand in various marketing and promotional activities to make customers more familiar with a brand and products.					

Section 3 Opinion on your company's strategic brand orientation of cosmetic businesses in Thailand (Continued)

Strategic Brand Orientation	The level of agreement				
	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
Brand Value Concentration 12. The company believes that the company has the ability to own the brand and to create value for the brand in both the present and the future. This will make them more confident in the brand.					
13. The company focuses on the way and procedures to continue enhancing the capability and value of the brand, which will make the business succeed better.					
14. The company focuses on the continued development of the reputation of the business, which will make brand and products more acceptable.					
15. The company is dedicated the development of its continued growth and is ready to expand into the broader scope, which gives stakeholders even more confidence in the brand and the product.					
Brand Equity Orientation 16. The company focuses on brand evaluation that is consistent between the value and benefits to serve as a guide in planning for more effective marketing.					
17. The company focuses on continued follow-up on changes in the value of the brand and their competitors as a guide in determining the marketing strategy of the company.					
18. The company supports the evaluation and follow-up value of brand and competitor information for planning a new strategy to develop brand value that is higher and superior to the competition.					
19. The company intends to maintain and develop its own brand value that is superior to the competitor's position to be more effectively competitive.					

<u>Section 4</u> Opinion on marketing outcomes of cosmetic businesses in Thailand

Marketing Outcome	The level of agreement				
	5 Strongly Agree	**4** Agree	**3** Neutral	**2** Disagree	**1** Strongly Disagree
Organizational Product Success 1. The company can make a profit from the sale of its product to the market as well.					
2. The company continues to sell company's products.					
3. The company can capture market share from competitors at a high ratio of sales.					
4. The company can sell its products to regularly meet its goals.					
Unconditional Customer Fulfillment 5. The company can motivate customers to buy more products from the company's offerings that have outstanding novelty over the competition.					
6. The company responds to the basic needs of the customer through the different company's product offerings and with greater value than its competitors.					
7. The company can create new value which can respond to the customer's preferences that are not predictable and offers more satisfaction to its customers than its competitors.					
8. The company offers a unique value proposition that competitors cannot replicate which can stimulate acute customer demand.					
Competitive Reaction Effectiveness 9. The company ensures that proposed joint venture marketing can create value to customers that exceeds the offerings of competitors.					
10. The company is able to create a new offering that is more attractive and better offers of competitors in the market					
11. The company is able to counter the movement of the competitors in the market quickly by developing a new strategy, superior tactics of competitors.					
Outstanding Market Acceptance 12. The company has been recognized for the quality of products and services that continuously stand out as superior to competitors.					
13. The company always gains confidence, satisfaction and loyalty of the market.					
14. The company can compete and steadily increase new target group of customers.					
15. The company is known for its impression recognition in the customer's mind and has been mentioned by the customers at all times.					

<u>Section 4</u> Opinion on marketing outcomes of cosmetic businesses in Thailand (Continued)

Marketing Outcome	The level of agreement				
	5 Strongly Agree	**4** Agree	**3** Neutral	**2** Disagree	**1** Strongly Disagree
Marketing Excellence 16. The company always offers the market a wide range of products and services.					
17. The company can anticipate the needs of customers in the future and offer new market to first market exit, it has received positive feedback from customers as well.					
18. The company is a leader in strategy or marketing activities in business well over and above the competition.					
19. The company encourages marketing success to continuously maintain existing customers and new customers.					
20. The company can apply new methods or new techniques in the process of effectively marketing its product that provide customers with valuable products over competitors.					
21. The company can better respond or adapt to the changing market, such as changes in customer requirements, price and technology than the competitors.					
Marketing Advantage 22. The company has better presented the products with superior quality and reasonable price than competitive products.					
23. The company can improve and develop new products to stand out and be superior to the competition.					
24. The company has a unique product that competitors have difficulty imitating.					
25. The company has designed its products to the exotic, unique and never been done before which has been the focus of the market as well.					
Marketing Survival 26. The company always satisfies of the shareholders with marketing success.					
27. The company has been satisfying customers since the market can meet the needs of customers with the point.					
28. The company's operations in the market grow steadily.					
29. The company can survive and even face to economic crisis					

Section 5 **Opinion on internal environmental factors**

Internal Environmental Factors	The level of agreement				
	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
Marketing Experience 12. The company believes that the knowledge and ability of marketing in the past can help the way to implementation of business plans and marketing plans of the business very well and efficiently.					
13. The company supports the acquisition of knowledge, an understanding of customers, markets and competitors in the past and can use this information to properly plan and determine the current operation.					
14. The company focuses on adjusting the application of knowledge and understanding of customers, markets and competitors in the past and can use this information to develop a marketing strategy for current and future operations.					
15. The company encourages employees to use working successfully in the past to appropriately adapt to the operation of the current market.					
Corporate-Stakeholder Relationship 16. The company believes that building a good relationship between the parties involved will enable the company to operate as smoothly and efficiently as possible.					
17. The company aims to use past experience to understand the needs of customers more quickly and accurately over the competition.					
18. The company focuses on the analysis of the needs and expectations of those involved steadily then can use this as a guide to improve the performance to meet the expectations of those involved.					
19. The company focuses on communication and understand what the parties have presented to stakeholders in a transparent, straightforward way to build trust and confidence with stakeholders.					

<u>Sestion 6</u> Opinion on external environmental factors

External Environmental Factors	The level of agreement				
	5 Strongly Agree	**4** Agree	**3** Neutral	**2** Disagree	**1** Strongly Disagree
Competitive Intensity 1. The competition is fierce at present and the company has a commitment to determining marketing strategies that are distinguished from competitors.					
2. In a variety of products to the customers the various activities focused on distinguishing its products to attract customers in order to buy the product					
3. The customer demands are changing rapidly, and enabling businesses to focus on understanding the needs of the customers to be used in product development to meet the demand.					
4. Old competitors have the ability to do more work therefore, making enterprises focus on the track of the competition to use the data to develop a superior strategy.					
5. New competitors entering the market are increasing, therefore making the need to improve operational efficiency to increase competitiveness in the market.					

Part 7 Recommendations and suggestions in the operation of value creation of food businesses in Thailand

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Thank you for your time and attention to this matter. Please fold and return in provided envelope and return to me.

APPENDIX F

Cover Letters and Questionnaire: Thai Version

ที่ ศธ 0530.10/607

คณะการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
อำเภอกันทรวิชัย จังหวัดมหาสารคาม
44150

12 พฤษภาคม 2557

เรื่อง ขอความอนุเคราะห์กรอกแบบสอบถาม

เรียน ผู้จัดการฝ่ายการตลาด/ผู้อำนวยการฝ่ายการตลาด

ด้วย นายศุภชัย ตั้งบุญญะศิริ นิสิตระดับปริญญาเอก คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "การบริหารตราสินค้าของธุรกิจเครื่องสำอางในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์ หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด และการศึกษาในครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์ เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นายศุภชัย ตั้งบุญญะศิริ ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าคงได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้เป็นอย่างยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ปพฤกษ์บารมี อุตสาหะวาณิชกิจ)
คณบดีคณะการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม

สำนักบริหารหลักสูตรระดับบัณฑิตศึกษาและวิจัย
คณะการบัญชีและการจัดการ โทรศัพท์ (043) 754333 ต่อ 3410

แบบสอบถามเพื่อการวิจัย

เรื่อง การบริหารตราสินค้าของธุรกิจเครื่องสำอางในประเทศไทย

<u>คำชี้แจง</u>

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยเรื่อง "การบริหารตราสินค้าของธุรกิจเครื่องสำอางในประเทศไทย" เพื่อเป็นข้อมูลในการจัดทำวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จังหวัดมหาสารคาม หมายเลขโทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนคำถาม 7 ตอน ดังนี้

ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารการตลาดธุรกิจเครื่องสำอางในประเทศไทย

ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจเครื่องสำอางในประเทศไทย

ตอนที่ 3 ความคิดเห็นเกี่ยวกับการบริหารตราสินค้าของธุรกิจเครื่องสำอางในประเทศไทย

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจเครื่องสำอางในประเทศไทย

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อการบริหารตราสินค้าของธุรกิจเครื่องสำอางในประเทศไทย

ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อการบริหารตราสินค้าของธุรกิจเครื่องสำอางในประเทศไทย

ตอนที่ 7 ข้อคิดเห็น ปัญหา และข้อเสนอแนะเกี่ยวกับการบริหารการตลาดของธุรกิจเครื่องสำอางในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ ข้อมูลจะถูกสรุปและเปิดเผยในลักษณะภาพรวมเท่านั้น ซึ่งท่านสามารถแน่ใจได้ว่าข้อมูลของท่านจะไม่ถูกเปิดเผย รวมทั้งจะไม่มีการใช้ข้อมูลของท่านร่วมกันกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน

ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่

( ) ต้องการ E-mail .... ( ) ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address ของท่าน หรือแนบนามบัตรของท่านมากับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน ข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นายศุภชัย ตั้งบุญญะศิริ เบอร์โทรศัพท์ 089-4943230 หรือ E–mail : zynophobia@gmail.com

ศุภชัย ตั้งบุญญะศิริ

(นายศุภชัย ตั้งบุญญะศิริ)

นิสิตปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด

คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

<u>**ตอนที่ 1**</u> ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดของธุรกิจเครื่องสำอางในประเทศไทย

1. เพศ

☐ ชาย ☐ หญิง

2. อายุ

☐ น้อยกว่า 30 ปี ☐ 30 – 40 ปี

☐ 41 – 50 ปี ☐ มากกว่า 50 ปี

3. สถานภาพ

☐ โสด ☐ สมรส

☐ หย่าร้าง/หม้าย

4. ระดับการศึกษา

☐ ปริญญาตรีหรือต่ำกว่า ☐ สูงกว่าปริญญาตรี

5. ประสบการณ์ในการทำงาน

☐ น้อยกว่า 5 ปี ☐ 5 – 10 ปี

☐ 11 – 15 ปี ☐ มากกว่า 15 ปี

6. รายได้เฉลี่ยต่อเดือนที่ได้รับในปัจจุบัน

☐ ต่ำกว่า 50,000 บาท ☐ 50,000 – 100,000 บาท

☐ 100,001 – 150,000 บาท ☐ มากกว่า 150,000 บาท

7. ตำแหน่งงานในปัจจุบัน

☐ ผู้อำนวยการฝ่ายการตลาด ☐ ผู้จัดการฝ่ายการตลาด

☐ อื่นๆ (โปรดระบุ)..

<u>ตอนที่ 2</u> ข้อมูลทั่วไปเกี่ยวกับธุรกิจเครื่องสำอางในประเทศไทย

1. รูปแบบธุรกิจ

- ☐ บริษัทจำกัด
- ☐ ห้างหุ้นส่วน

2. ประเภทธุรกิจ

- ☐ จำหน่ายให้ผู้ประกอบการรายอื่น
- ☐ จำหน่ายให้ผู้บริโภคโดยตรง
- ☐ จำหน่ายให้ทั้งผู้ประกอบการและผู้บริโภค

3. ที่ตั้งของธุรกิจ

- ☐ กรุงเทพมหานคร
- ☐ ภาคเหนือ
- ☐ ภาคกลาง
- ☐ ภาคตะวันออก
- ☐ ภาคตะวันออกเฉียงเหนือ
- ☐ ภาคใต้
- ☐ ภาคตะวันตก

4. จำนวนทุนในการดำเนินงาน

- ☐ ต่ำกว่า 25,000,000 บาท
- ☐ 25,000,000 – 50,000,000 บาท
- ☐ 50,000,001 – 75,000,000 บาท
- ☐ มากกว่า 75,000,000 บาท

5. ระยะเวลาในการดำเนินธุรกิจ

- ☐ น้อยกว่า 5 ปี
- ☐ 5 – 10 ปี
- ☐ 11 – 15 ปี
- ☐ มากกว่า 15 ปี

6. จำนวนพนักงานในปัจจุบัน

- ☐ น้อยกว่า 50 คน
- ☐ 50 – 100 คน
- ☐ 101 – 150 คน
- ☐ มากกว่า 150 คน

7. รายได้ของกิจการต่อปี

- ☐ ต่ำกว่า 10,000,000 บาท
- ☐ 10,000,000 – 30,000,000 บาท
- ☐ 30,000,001 – 50,000,000 บาท
- ☐ มากกว่า 50,000,000 บาท

<u>ตอนที่ 3</u> ความคิดเห็นเกี่ยวกับกลยุทธ์การมุ่งเน้นตราสินค้าเชิงกลยุทธ์ของธุรกิจเครื่องสำอางในประเทศไทย

การมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (Strategic Brand Orientation)	**ระดับความคิดเห็น**				
	5 มากที่สุด	**4 มาก**	**3 ปานกลาง**	**2 น้อย**	**1 น้อยที่สุด**
การมุ่งเน้นวิสัยทัศน์ตราสินค้า (Brand Vision Focus) 1. กิจการเชื่อมั่นว่าการมีเป้าหมายในอนาคตและแนวทางเพื่อบรรลุเป้าหมายที่ชัดเจนในตราสินค้าของกิจการ จะช่วยให้กิจการสามารถประสบความสำเร็จได้					
2. กิจการให้ความสำคัญกับการกำหนดเป้าหมายในอนาคตของตราสินค้า เพื่อใช้เป็นแนวทางในการขับเคลื่อนกิจกรรมทางการตลาดทั้งหมดของกิจการให้บรรลุเป้าหมายของตราสินค้า					
3. กิจการให้ความสำคัญกับจัดทำแผนงานและกระบวนการในการยกระดับตราสินค้า เพื่อใช้เป็นแนวทางในการบริหารกิจกรรมที่เกี่ยวกับตราสินค้าได้ดียิ่งขึ้น					
4. กิจการตระหนักเสมอว่าการปฏิบัติงานตามกระบวนการทางการตลาดจะต้องสอดคล้องกับเป้าหมายด้านตราสินค้า ซึ่งจะทำให้เกิดความชัดเจนในดำเนินงานทางการตลาดได้ดียิ่งขึ้น					
การตระหนักในอัตลักษณ์ตราสินค้า (Brand Identity Awareness) 5. กิจการมุ่งมั่นในการสร้างเอกลักษณ์ให้กับตราสินค้าทั้งในด้าน กายภาพ บุคลิกภาพ และ วัฒนธรรมของตราสินค้า ซึ่งจะทำให้เอกลักษณ์ตราสินค้าสามารถสร้างความแตกต่างจากคู่แข่งขันในตลาดได้เป็นอย่างดี					
6. กิจการให้ความสำคัญกับการถ่ายทอดเอกลักษณ์ของตราสินค้าไปสู่วัฒนธรรมภายในกิจการ ซึ่งสามารถสร้างความเป็นอันหนึ่งอันเดียวกันระหว่างกิจการและตราสินค้า					
7. กิจการส่งเสริมให้มีการเพิ่มพูนความรู้ความเข้าใจให้กับพนักงานเกี่ยวกับบุคลิกลักษณะของตราสินค้าของกิจการ เพื่อสร้างความเข้าใจที่ตรงกันและสอดคล้องกับการบริหารตลาดและเอกลักษณ์ของตราสินค้า					

<u>ตอนที่ 3</u> (ต่อ)

การมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (Strategic Brand Orientation)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การตระหนักในภาพลักษณ์ตราสินค้า (Brand Image Concern) 8. กิจการเชื่อมั่นว่าการสร้างภาพลักษณ์ที่ดีให้กับตราสินค้าเป็นกระบวนการที่สำคัญ ซึ่งจะส่งผลต่อประสิทธิภาพในกระบวนการประเมินการตัดสินใจของลูกค้าที่ดี					
9. กิจการให้ความสำคัญกับการเชื่อมโยงตราสินค้าเข้ากับผลิตภัณฑ์ของกิจการ เพื่อให้ลูกค้าเกิดความทรงจำและทัศนคติที่ดีกับตราสินค้า					
10. กิจการมุ่งมั่นในการสื่อสารภาพลักษณ์ที่ดีให้ตราสินค้าผ่านทางสื่อสิ่งพิมพ์และกิจกรรมด้านการตลาด เพื่อสร้างให้เกิดการยอมรับในตราสินค้าของลูกค้า					
11. กิจการสนับสนุนให้มีการใช้ตราสินค้าในกิจกรรมส่งเสริมการขายและการตลาดต่างๆ เพื่อทำให้ลูกค้ารู้จักและคุ้นเคยกับตราสินค้าและผลิตภัณฑ์มากยิ่งขึ้น					
การมุ่งเน้นคุณค่าตราสินค้า (Brand Value Concentration) 12. กิจการเชื่อมั่นว่ากิจการมีความสามารถในการเป็นเจ้าของตราสินค้า และสามารถสร้างค่านิยมให้กับตราสินค้าทั้งในปัจจุบันและอนาคต ซึ่งจะทำให้ได้รับความเชื่อมั่นในตราสินค้ามากยิ่งขึ้น					
13. กิจการให้ความสำคัญกับการกำหนดแนวทางและวิธีการในการเพิ่มความสามารถ ศักยภาพ และมูลค่าให้กับตราสินค้าได้อย่างต่อเนื่อง ซึ่งจะทำให้กิจการประสบความสำเร็จได้ดียิ่งขึ้น					
14. กิจการมุ่งเน้นในการพัฒนากระบวนการสร้างชื่อเสียงที่ดีให้กับกิจการอยู่เสมอ ซึ่งจะทำให้ตราสินค้าและผลิตภัณฑ์ได้รับการยอมรับมากขึ้น					
15. กิจการมุ่งมั่นที่จะพัฒนาการดำเนินงานของกิจการให้เติบโตอย่างต่อเนื่องและพร้อมที่จะขยายตลาดออกไปในขอบเขตที่กว้างขึ้น ซึ่งจะทำให้ผู้มีส่วนเกี่ยวข้องเกิดความเชื่อมั่นในตราสินค้าและผลิตภัณฑ์มากยิ่งขึ้น					

ตอนที่ 3 (ต่อ)

การมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (Strategic Brand Orientation)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การมุ่งเน้นมูลค่าตราสินค้า (Brand Equity Orientation) 16. กิจการให้ความสำคัญกับการประเมินมูลค่าตราสินค้าของตนเองว่ามีความสอดคล้องกันระหว่างมูลค่าและประโยชน์ที่ได้รับ เพื่อใช้เป็นแนวทางในการวางแผนทางการตลาดให้มีประสิทธิภาพมากขึ้น					
17. กิจการมุ่งเน้นในการติดตามการเปลี่ยนแปลงของมูลค่าตราสินค้าทั้งของตนเองและของคู่แข่งอย่างต่อเนื่อง เพื่อเป็นแนวทางในการกำหนดกลยุทธ์ทางการตลาดที่ดีของกิจการ					
18. กิจการสนับสนุนให้มีการนำผลการประเมินและติดตามมูลค่าตราสินค้าของตนเองและคู่แข่งมาเป็นข้อมูลสำหรับการวางแผนกลยุทธ์ใหม่ เพื่อพัฒนามูลค่าตราสินค้าให้สูงขึ้นและอยู่เหนือคู่แข่งขัน					
19. กิจการมุ่งมั่นในการรักษาระดับและพัฒนามูลค่าตราสินค้าของตนเองให้อยู่ในตำแหน่งที่เหนือกว่าคู่แข่งอยู่เสมอ เพื่อให้เกิดศักยภาพในการแข่งขันมากยิ่งขึ้น					

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานทางการตลาดของธุรกิจเครื่องสำอางในประเทศไทย

ผลการดำเนินงานทางการตลาด (Marketing Outcomes)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความสำเร็จของผลิตภัณฑ์ขององค์กร(Organizational Product Success) 1. กิจการสามารถทำกำไรจากการขายผลิตภัณฑ์ของกิจการที่ได้นำเสนอสู่ตลาดได้เป็นอย่างดี					
2. กิจการสามารถทำยอดขายผลิตภัณฑ์ของกิจการได้ดีอย่างต่อเนื่อง					
3. กิจการสามารถช่วงชิงส่วนแบ่งทางการตลาดจากคู่แข่งได้ในอัตราส่วนที่สูงจากยอดขายของผลิตภัณฑ์ของกิจการ					
4. กิจการสามารถขายสินค้าได้ตรงตามเป้าหมายที่ได้กำหนดไว้อย่างสม่ำเสมอ					

<u>ตอนที่ 4</u> (ต่อ)

ผลการดำเนินงานทางการตลาด (Marketing Outcomes)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การเติมเต็มความต้องการที่ไม่มีเงื่อนไขของผู้บริโภค (Unconditional Customer Fulfillment) 5. กิจการสามารถจูงใจให้ลูกค้าเกิดความต้องการซื้อสินค้าขึ้น จากการนำเสนอผลิตภัณฑ์ของกิจการที่มีความโดดเด่น แปลกใหม่ เหนือคู่แข่งขัน					
6. กิจการสามารถตอบสนองต่อความต้องการพื้นฐานภายในใจลูกค้าได้ ผ่านทางการนำเสนอผลิตภัณฑ์ของกิจการที่มีความแตกต่าง และมีคุณค่าเหนือกว่าคู่แข่งขัน					
7. กิจการสามารถสร้างคุณค่าใหม่ๆ ซึ่งสามารถตอบสนองต่อความชอบของลูกค้าที่ไม่สามารถคาดเดาได้ และสร้างความพึงพอใจให้แก่ลูกค้าเหนือกว่าคู่แข่งขัน					
8. กิจการนำเสนอคุณค่าที่มีความโดดเด่นเฉพาะตัว คู่แข่งไม่สามารถลอกเลียนแบบได้ ซึ่งสามารถกระตุ้นให้ลูกค้าสนองความต้องการอย่างเฉียบพลันได้					
ความมีประสิทธิภาพในการตอบสนองต่อการแข่งขัน (Competitive Reaction Effectiveness) 9. กิจการมั่นใจว่าข้อเสนอทางการตลาดของกิจการสามารถสร้างคุณค่าต่อลูกค้าได้เหนือกว่าข้อเสนอของคู่แข่งขัน					
10. กิจการสามารถที่จะสร้างข้อเสนอใหม่ใหม่ที่มีความน่าสนใจและดีกว่าข้อเสนอของคู่แข่งในตลาดได้อย่างสม่ำเสมอ					
11. กิจการสามารถที่จะตอบโต้การเคลื่อนไหวของคู่แข่งในตลาดได้อย่างรวดเร็ว โดยการพัฒนากลยุทธ์ใหม่ที่เหนือกว่ากลยุทธ์ของคู่แข่งขันในตลาด					
ความโดดเด่นในการยอมรับของตลาด (Market Acceptance Outstanding) 12. กิจการได้รับการยอมรับในด้านคุณภาพของสินค้าและบริการที่มีความโดดเด่นเหนือกว่าคู่แข่งขันอย่างต่อเนื่อง					
13. กิจการได้รับความมั่นใจ ความพึงพอใจ และความจงรักภักดีจากตลาดอยู่เสมอ					

<u>ตอนที่ 4</u> (ต่อ)

ผลการดำเนินงานทางการตลาด (Marketing Outcomes)	ระดับความคิดเห็น 5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
14. กิจการสามารถแข่งขันและเข้าถึงกลุ่มลูกค้าที่เป็นเป้าหมายใหม่เพิ่มขึ้นอย่างต่อเนื่อง					
15. กิจการมีชื่อเสียงเป็นที่รู้จัก มีภาพพจน์ที่ดี เป็นที่จดจำในใจลูกค้า และได้รับการกล่าวถึงจากลูกค้าอยู่ตลอดเวลา					
ความเป็นเลิศทางการตลาด **Marketing Excellence** 16. กิจการสามารถนำเสนอผลิตภัณฑ์และบริการได้หลากหลาย ครอบคลุมตลาดมากกว่าคู่แข่งอยู่เสมอ					
17. กิจการสามารถคาดการณ์ความต้องการของลูกค้าในอนาคต และนำเสนอข้อเสนอทางการตลาดใหม่เข้าสู่ตลาดเป็นรายแรก โดยได้รับการตอบรับจากลูกค้าเป็นอย่างดี					
18. กิจการเป็นผู้นำในการกำหนดกลยุทธ์หรือกิจกรรมทางการตลาดในธุรกิจได้อย่างดีเยี่ยมและเหนือกว่าคู่แข่งขัน					
19. กิจการมีการส่งเสริมการตลาดที่ประสบความสำเร็จ สามารถรักษากลุ่มลูกค้าเดิมและลูกค้าใหม่ได้อย่างต่อเนื่อง					
20. กิจการสามารถนำวิธีการใหม่ๆหรือเทคนิคใหม่ๆ มาประยุกต์ใช้ในกระบวนการผลิตได้อย่างมีประสิทธิภาพ ทำให้ลูกค้าได้รับสินค้าที่มีคุณค่าเหนือคู่แข่งอยู่เสมอ					
21. กิจการสามารถตอบสนองหรือปรับตัวต่อการเปลี่ยนแปลงทางการตลาด เช่น การเปลี่ยนแปลงด้านความต้องการของลูกค้า ด้านราคา และด้านเทคโนโลยี ได้ดีกว่าคู่แข่งขัน					
ความได้เปรียบทางการตลาด **(Marketing Advantage)** 22. กิจการมีการนำเสนอสินค้าที่มีคุณภาพที่เหนือกว่าและราคาที่เหมาะสมมากกว่าผลิตภัณฑ์ของคู่แข่งขัน					
23. กิจการสามารถปรับปรุงและพัฒนาผลิตภัณฑ์ใหม่ให้โดดเด่นและทันสมัยกว่าคู่แข่งขันได้					

ตอนที่ 4 (ต่อ)

ผลการดำเนินงานทางการตลาด (Marketing Outcomes)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
24. กิจการมีผลิตภัณฑ์ที่มีเอกลักษณ์เฉพาะตัวที่คู่แข่งขันลอกเลียนแบบได้ยาก					
25. กิจการมีการออกแบบผลิตภัณฑ์ให้แปลกใหม่ที่ไม่เหมือนใครและไม่เคยมีมาก่อน ซึ่งได้รับความสนใจจากตลาดเป็นอย่างดี					
ความอยู่รอดทางการตลาด (Marketing Survival) 26. กิจการได้รับความพึงพอใจจากผู้ถือหุ้นจากการที่การตลาดประสบความสำเร็จเป็นอย่างดีอยู่เสมอ					
27. กิจการได้รับความพึงพอใจจากลูกค้าเนื่องการตลาดสามารถตอบสนองความต้องการของลูกค้าได้อย่างถูกจุด					
28. กิจการมีผลการดำเนินงานด้านการตลาดที่เติบโตต่อเนื่อง					
29. กิจการสามารถอยู่รอดได้ แม้เผชิญปัญหาวิกฤตทางเศรษฐกิจ					

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อการมุ่งเน้นตราสินค้าเชิงกลยุทธ์ของธุรกิจเครื่องสำอางในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อการมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (Internal Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
วิสัยทัศน์เชิงรุกของกิจการ (Proactive Marketing Vision) 1. กิจการเชื่อมั่นว่าการมองหาโอกาสทางการตลาดในอนาคต จะช่วยให้การดำเนินการทางการตลาดมีประสิทธิภาพและมีศักยภาพมากขึ้น					
2. กิจการให้ความสำคัญกับการวิเคราะห์และคาดการณ์สถานการณ์ การเปลี่ยนแปลงของความต้องการของลูกค้าและคู่แข่งขันในอนาคต เพื่อใช้เป็นข้อมูลในการวางแผนกลยุทธ์ทางการตลาดให้สอดคล้องกับการเปลี่ยนแปลงให้เกิดประสิทธิภาพสูงสุด					

<u>ตอนที่ 5</u> (ต่อ)

ปัจจัยภายในที่ส่งผลต่อการมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (Internal Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
3. กิจการสนับสนุนให้บุคคลากรภายในศึกษาแนวโน้มความต้องการของลูกค้าในอนาคต เพื่อใช้เป็นข้อมูลในการพัฒนาสินค้าให้มีรูปแบบใหม่ๆที่สามารถตอบสนองความต้องการที่เปลี่ยนแปลงไปของลูกค้าได้อย่างรวดเร็ว					
4. กิจการให้ความสำคัญกับการตอบสนองต่อโอกาสทางการตลาดในอนาคต โดยการสร้างและนำเสนอผลิตภัณฑ์ใหม่ที่แปลกใหม่ มีคุณค่า และมีโอกาสที่จะเป็นที่นิยมในอนาคต ส่งผลให้กิจการได้เปรียบทางการตลาดมากยิ่งขึ้น					
ภาวะผู้นำทางการตลาด (Marketing Leadership) 5. กิจการเชื่อมั่นว่าการเป็นผู้นำทางการตลาด จะส่งผลให้เกิดความกระตือรือร้นภายในองค์กรซึ่งช่วยให้ผลการดำเนินงานดีขึ้น					
6. กิจการสนับสนุนให้มีการแสวงหาแนวทางในการสร้างความต้องการทางการตลาด เพื่อกระตุ้นให้มีการเปลี่ยนแปลงพฤติกรรมหรือค่านิยมในการเลือกซื้อสินค้าของลูกค้า					
7. กิจการมุ่งเน้นในการสร้างสรรค์ผลิตภัณฑ์ใหม่ออกสู่ตลาดอย่างต่อเนื่อง เพื่อสร้างภาพลักษณ์ในการเป็นผู้นำนวัตกรรมให้กับองค์กร					
8. กิจการตระหนักถึงการนำกิจกรรมและกลยุทธ์ทางการตลาดที่มีความแปลกใหม่ เข้ามาใช้ในการดำเนินธุรกิจก่อนคู่แข่งขันอยู่เสมอ เพื่อสร้างความโดดเด่นให้กับตราสินค้าและผลิตภัณฑ์ขององค์กร					
ความพร้อมของทรัพยากรทางธุรกิจ (Business Resource Readiness) 9. กิจการเชื่อมั่นว่ากิจการมีทรัพยากรและความสามารถต่างๆ อย่างเพียบพร้อมและสมบูรณ์ ซึ่งจะช่วยให้สามารถวางแผนการตลาดได้อย่างมีประสิทธิภาพ และมีประสิทธิผลมากยิ่งขึ้น					

<u>ตอนที่ 5</u> (ต่อ)

ปัจจัยภายในที่ส่งผลต่อการมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (Internal Environmental Factors)	**ระดับความคิดเห็น**				
	5 มากที่สุด	**4 มาก**	**3 ปานกลาง**	**2 น้อย**	**1 น้อยที่สุด**
10. กิจการให้ความสำคัญกับการจัดสรรงบประมาณไปยังกลยุทธ์ต่างๆอย่างเต็มที่ ซึ่งจะช่วยให้การดำเนินการทางการตลาดของกิจการบรรลุเป้าหมายได้อย่างมีประสิทธิภาพ					
11. กิจการมุ่งเน้นให้มีการประยุกต์ใช้ทรัพยากรและความสามารถต่างๆ ที่มีอยู่ให้เกิดประโยชน์อย่างเต็มที่เพื่อพัฒนาทักษะและความสามารถ ในการใช้ทรัพยากรให้มีประสิทธิภาพสูงสุด					
ประสบการณ์ทางการตลาด (Marketing Experience) 12. กิจการเชื่อมั่นว่าความรู้และความสามารถในการดำเนินงานทางการตลาดในอดีต จะช่วยเป็นแนวทางให้กิจการมีการวางแผนการดำเนินงานทางการตลาดและแผนของกิจการได้อย่างดีและมีประสิทธิภาพ					
13. กิจการสนับสนุนให้มีการนำความรู้ ความเข้าใจเกี่ยวกับลูกค้า ตลาด และคู่แข่งขันในอดีต มาเป็นข้อมูลในการวางแผน และกำหนดแนวทางในการดำเนินงานในปัจจุบันได้อย่างเหมาะสม					
14. กิจการมุ่งเน้นให้มีการปรับประยุกต์ใช้ความรู้ ความเข้าใจเกี่ยวกับลูกค้า ตลาด และคู่แข่งขันในอดีต มาเป็นข้อมูลในการพัฒนานโยบายทางการตลาดของกิจการในปัจจุบันและอนาคต					
15. กิจการส่งเสริมให้บุคคลากรนำผลการทำงานในอดีตที่ประสบความสำเร็จ มาปรับใช้เป็นแนวทางในการดำเนินการด้านการตลาดในปัจจุบัน ได้อย่างเหมาะสม					
ความสัมพันธ์ระหว่างผู้มีส่วนเกี่ยวข้องและกิจการ (Corporate-Stakeholder Relationship) 16. กิจการเชื่อมั่นว่าการสร้างสัมพันธ์ภาพที่ดีระหว่างกิจการกับผู้มีส่วนเกี่ยวข้อง จะช่วยทำให้กิจการสามารถดำเนินงานเป็นไปอย่างราบรื่นและมีประสิทธิภาพสูงสุด					

ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อการมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (Internal Environmental Factors)	ระดับความคิดเห็น 5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
17. กิจการมุ่งเน้นให้มีการใช้ประสบการณ์ในอดีตเพื่อทำความเข้าใจในความต้องการของลูกค้าได้อย่างรวดเร็วและแม่นยำเหนือคู่แข่งขัน					
18. กิจการให้ความสำคัญกับการวิเคราะห์ถึงความต้องการและความคาดหวังของผู้มีส่วนเกี่ยวข้องอย่างต่อเนื่อง แล้วนำไปเป็นแนวทางในการปรับปรุงวิธีการปฏิบัติให้สามารถตอบสนองต่อความความคาดหวังเหล่านั้นของผู้มีส่วนเกี่ยวข้อง					
19. กิจการมุ่งเน้นให้มีการสื่อสารและทำความเข้าใจสิ่งที่กิจการได้นำเสนอต่อผู้มีส่วนเกี่ยวข้องอย่างโปร่งใสตรงไปตรงมา เพื่อสร้างความไว้วางใจและความเชื่อใจให้กับผู้มีส่วนเกี่ยวข้อง					

ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อการมุ่งเน้นตราสินค้าเชิงกลยุทธ์ของธุรกิจเครื่องสำอางในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อการมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (External Environmental Factors)	ระดับความคิดเห็น 5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความเข้มข้นในการแข่งขัน Competitive Intensity 1. สภาพการแข่งขันที่รุนแรงในปัจจุบัน ทำให้กิจการต่างๆมุ่งมั่นในการกำหนดกลยุทธ์ทางการตลาดที่มีความโดดเด่น เพื่อความสามารถในการแข่งขัน					
2. ในตลาดมีผลิตภัณฑ์ที่หลากหลายให้ลูกค้าเลือกซื้อ ส่งผลให้กิจการต่างๆมุ่งเน้นในการสร้างความโดดเด่นให้กับผลิตภัณฑ์เพื่อดึงดูดลูกค้าให้เลือกซื้อ					

ตอนที่ 6 (ต่อ)

ปัจจัยภายนอกที่ส่งผลต่อการมุ่งเน้นตราสินค้าเชิงกลยุทธ์ (External Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
3. ความต้องการของลูกค้ามีการเปลี่ยนแปลงอย่างรวดเร็ว ทำให้กิจการต่างๆต้องให้ความสำคัญกับการทำความเข้าใจความต้องการของลูกค้า เพื่อนำมาใช้ในการพัฒนาผลิตภัณฑ์ให้ตรงกับความต้องการ					
4. คู่แข่งขันรายเก่ามีความสามารถในการดำเนินงานที่มากขึ้น ทำให้กิจการต่างๆ ให้ความสำคัญกับการติดตามความเคลื่อนไหวของคู่แข่งขัน เพื่อใช้เป็นข้อมูลในการพัฒนากลยุทธ์ที่เหนือกว่า					
5. คู่แข่งขันรายใหม่เข้าสู่ตลาดเพิ่มมากขึ้น ทำให้กิจการต่างๆ ต้องปรับปรุงการดำเนินงานให้มีประสิทธิภาพสูงขึ้น เพื่อเพิ่มความสามารถในการแข่งขันในตลาด					

ตอนที่ 7 ข้อเสนอแนะ

หากท่านมีข้อเสนอแนะเพิ่มเติมเกี่ยวกับการบริหารงานของธุรกิจเครื่องสำอางในประเทศไทย เพื่อให้สามารถตอบสนองต่อการเปลี่ยนแปลงของสภาพแวดล้อมทั้งภายในและภายนอกของกิจการ หรือมีข้อเสนอแนะเกี่ยวกับแบบสอบถาม ได้โปรดเสนอแนะในช่องว่างด้านล่างนี้

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ขอขอบพระคุณท่านที่ได้สละเวลาตอบแบบสอบถามทุกข้อ โปรดพับแบบสอบถามใส่ซองที่แนบมาพร้อมนี้ และส่งคืนตามที่อยู่ที่ระบุไว้

APPENDIX G

Letters to the Experts

บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422

ที่ ศธ.0530.10/ **วันที่** 10 พฤษภาคม 2557

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปพฤกษ์บารมี อุตสาหะวาณิชกิจ

ด้วย นายศุภชัย ตั้งบุญญะศิริ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "การมุ่งเน้นตราสินค้าเชิงกลยุทธ์และการอยู่รอดทางการตลาดของธุรกิจเครื่องสำอางในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(ผู้ช่วยศาสตราจารย์ ดร.การุณย์ ประทุม)
รองคณบดีฝ่ายบัณฑิตศึกษาและวิจัย

บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422

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เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.การุณย์ ประทุม

ด้วย นายศุภชัย ตั้งบุญญะศิริ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "การมุ่งเน้นตราสินค้าเชิงกลยุทธ์และการอยู่รอดทางการตลาดของธุรกิจเครื่องสำอางในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

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คณบดีคณะการบัญชีและการจัดการ

Table 3 (Continued)

Hypothesis	Description of Hypothesized Relationships
H24b	Marketing experience positively moderates the relationships between competitive intensity and brand identity awareness.
H24c	Marketing experience positively moderates the relationships between competitive intensity and brand image concern.
H24d	Marketing experience positively moderates the relationships between competitive intensity and brand value concentration.
H24e	Marketing experience positively moderates the relationships between competitive intensity and brand equity orientation.

VITAE

VITA

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2010 Master of Business Administration,
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RESEARCH

Tungbunyasiri, Supachai and Ussahawanitchakit, Phapruke. (2013). STRATEGIC MARKETING FLEXIBILITY AND MARKETING PERFORMANCE: AN EMPIRICAL INVESTIGATION OF BEVERAGE BUSINESSES IN THAILAND. *International Journal of Business Research*, 13(3), 45-62.

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