STRATEGIC BRAND MANAGEMENT CAPABILITY AND FIRM SURVIVAL: AN EMPIRICAL EVIDENCE FROM FOOD SUPPLEMENT BUSINESSES IN THAILAND

BY

PORNSIRI WIRUNPHAN

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

January 2018

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The examining committee has unanimously approved this dissertation, bmitted by Miss Pornsiri Wirunphan, as a partial fulfillment of the requirements for e degree of Doctor of Philosophy in Marketing Management at Mahasarakham iiversity.

Examining Committee

Danupol Hoonsopon	Chairman
(Asst. Prof. Dr. Danupol Hoonsopon)	(External expert)
....	Committee
(Dr. Prathanporn Jhundra-Indra)	(Advisor)
....	Committee
(Dr. Pakorn Sujchaphong)	(Co-advisor)
N. Songsrirote	Committee
(Asst. Prof. Dr. Nitiphong Songsrirote)	(Faculty graduate committee)
....	Committee
(Dr. Witchuda Porsri)	(Faculty graduate committee)

Mahasarakham University has granted approval to accept this dissertation as a rtial fulfillment of the requirements for the degree of Doctor of Philosophy in arketing Management.

N. Songsrirote	....
Asst. Prof. Dr. Nitiphong Songsrirote)	(Prof. Dr. Pradit Terdtoon)
ean of Mahasarakham Business School	Dean of Graduate School
	January 31, 2018

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AUTHOR	Miss Pornsiri Wirunphan
ADVISORS	Dr. Prathanporn Jhundra-Indra and Dr. Pakorn Sujchaphong
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ABSTRACT

Nowadays, strategic brand management capability has become important for firm survival in the changing business environment. 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. The purpose of this research is to investigate the relationship between strategic brand management capability and firm survival through the mediating influences of customer commitment, market acceptance, stakeholder reliability, and brand performance. Moreover, five antecedents including marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition, are also examined as to the influences on innovation culture that is posited as the moderator of the relationship between antecedents and strategic brand management capability.

The conceptual model draws on the resource-advantage theory, contingency theory and brand management concept. The model is empirically tested by using the collected data of mail surveys from 122 food supplement businesses in Thailand. The key informants are the marketing directors or marketing managers of each firm. This research uses descriptive statistics, correlation, and multiple regression analysis to analyze data, which are proposed as nineteen testable hypotheses.

The results reveal that four dimensions of strategic brand management capability: brand image competency, brand potentiality focus, brand identification capability, and brand investment concentration, respectively, have significant influences with its all consequences. In addition, marketing vision proactiveness, customer learning, marketing resource and rigorous competition have partially significant positive effects on strategic brand management capability. Furthermore, innovation culture has a

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moderating effect on the relationships between each dimension of strategic brand management capability and its antecedents. The results from this study contribute to the existing brand management by providing an important dimension of strategic brand management capability for food supplement businesses in Thailand to gain greater firm performance. It indicates that there are three important dimensions; namely, brand image competency, brand potentiality focus, and brand identification capability that have an influence on higher marketing performance and lead to firm survival. Thus, theoretical and managerial contributions are highlighted. The conclusion, suggestions, and directions for future research are also suggested.

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CHAPTER I

INTRODUCTION

Overview

Nowadays, the changing of environment, economy, trade, investment and technology affect the world market of goods and services. A rapidly changing marketplace puts pressure on firms to develop unique capabilities that create competitive advantages (Bayus, Brexendorf, and Keller, 2015). Companies increasingly depend on the success of new products and services to secure those competitive advantages and drive future growth (Keller and Lehmann, 2006; Steenkamp et al., 1999). Business today has altered the business approach, structural services, and various strategies to gain a competitive edge from such predicaments. In addition, it affects social change in consumers' behavior due to the changing lifestyles of customers who always choose the best thing with less time which is related to complicated decision-making. High-involvement purchases of anxious consumers, if bought wrong, will cause damage; thus one attempts to find significant information before making a product purchase (Lamb, Hair, and McDaniel, 1992). A high-involvement product is a specialized product that needs to build confidence before buying, the confidence consisting of product quality and brand. These products are such as food supplements, cosmetics, and personal care products (Keller, 2003).

Brands have been considered an important factor constantly for companies in various industries. Because brands need to be recognized as the strategic assets they really are, they are the basis of competitive advantage and long-term profitability (Kotler and Pfoertsch, 2007). Aaker and Joachimsthaler (2000:19) claimed that it is crucial to align brand and business strategy that can only effectively be done if the brand is monitored and championed closely by the top management of an organization. In addition, brand management has become critical for coping with the competition as well as for survival, because strategic brand management can handle the emerging trend of super competitiveness in markets, which is the ability of an organization to produce products and services more effectively than competitors (Sarkar and Singh, 2005).

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Brands are a direct consequence of the strategy of market segmentation and product differentiation (Maurya and Mishra, 2012). According to Sharp and Dawes (2001), differentiation is when a firm or brand outperforms rival brands in the provision of features. Brand can be fruitful in gaining a competitive advantage. Firms should adopt a more strategic brand management approach to marketing activities.

Therefore, differentiation strategy with a valuable brand is an effective way to achieve superior performance and firm survival (Aaker, 2001a ; Keller, 1998). When a brand is credible within the sight of consumers, it will contribute to the operational process. Interpretation and storage of data about the product and brand will be easy. This will result in consumer confidence in buying decisions. It also reduces risk for customers. Moreover, strong brand reputation is a representative to guarantee quality and could attract new customers as well as keep existing customers. As a result, business ownership generates profits in the long-term, and growth continues (Keller, 1998). Furthermore, a brand is like precious pieces of property of their respective owners (Feldwick, 1999).

A brand is a mark of product identification used by marketers to allow customers to recognize their offerings and distinguish them from those of competitors. Keller (2008) demonstrated that creating differentiation of brands can make satisfaction in some way for customers from other designed products. The American Marketing Association characterized the term brand as “a name, term, sign, symbol, or design; or a combination of them, intended to identify the goods or services of one seller or a group of sellers, and to differentiate them from those of the competition” (Keller, 2003:3). A brand is described by Aaker (1991:7) as “a distinguishing name and/or symbol (such as a logo, trade-mark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors.” In the above definition, a brand is not only a way for an organization to differentiate itself from its competitors, but it can also be used as a source of value and predictor of quality (Temporal, 2002). Therefore, brands have become a major player in modern society. In fact, they are everywhere (Kapferer, 2008). Research in the brand literature argues for adopting relational perspectives in brand management; in this way, brand management emerges as an ongoing dynamic

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process in which firm survival is reviewed as a factor in the last decades, requiring big changes in traditional brand management structures (Merz, He, and Vargo, 2009). The concept of brand management has significance to the brand performance of the firm. Therefore, producers have started to brand their products as a symbol of ownership and origin, which characterized the understanding of brand management. Additionally, brand management has become an important part in business. To understand the phenomenon of brands and brand management, it is essential to consider different views (Gerlach and Witt, 2012). In marketing literature, brand management is the capability to develop, support, and maintain strong brands (Capron and Hulland, 1999). On the other hand, brand management is an organization's function area that plans, measures, grows, and manages the organization's brand (Keller, 2008). Thus, brand management emphasizes the contributions of the CEO or top management team in influencing what the branding strategy means, how it is enacted, and how its associated processes might be managed (Aaker and Joachimsthaler, 2000; Davis and Dunn, 2002; Vallaster and de Chernatony, 2006).

In the prior literature, several researchers have highlighted that brand strategy is the complex business of making a product meaningful. Kapferer (1994) suggests that strategic brand management requires a consistent, integrated vision focused on the brand's core identity. This practice is essential for all businesses by targeting the adolescent market, which focuses on emotionally potent brands (Takalkar, 2014). Strategic brand management is achieved by having a multi-disciplinary focus, which is facilitated by a common vocabulary that aids effective communication between the functions of accounting and marketing. (Wood, 2000). In order to reach goal achievement with value creation, an organization needs to understand the management of strategic brand management (Högström et al., 2015). Strategic brand management has to include a careful fit between the firm's global marketing strategy and the desired brand image, together with the planning of the brand's medium and long-term goals, to facilitate the strategic marketing planning process (Erdil, 2013). Brand management capability is concerned about the processes and activities that enable a firm to develop, support, and maintain strong brands (Aaker, 1994; Hulland, Wade, and Antia, 2007), which, in turn, have been identified as another key resource linked with firms' abilities to grow cash flows (Srivastava et al., 1998). From all the above mentioned, strategic

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brand management and brand management capability has affected performance; but from the literature review, there is still no article explaining how the firm can survive in the future. Thus, firm survival depends on the ability of the firms to use their resources, capabilities through marketing strategies, and to gain firm success and survival (Roeck and Delobbe, 2012). The researcher proposes to study strategic brand management capability, which is defined as the ability of the processes and activities that enable a firm to create, develop, support, and maintain strong brands; which in turn, have been identified as another linked key resource, which has leads to a competitive advantage and firm survival (Aaker, 1994; Hulland, Wade, and Antia, 2007).

From a review of past research, it was found that the strategic brand management has the following dimensions. Hammerschmidt et al. (2008) identified that strategic brand management has two dimensions that are brand investment and brand image, which were employed to create the financial outcome. Brand identification is the one dimension is that important for brand management to survive (Kuenzel and Halliday, 2008). Erkollar and Oberer (2016) found that brand management has two dimensions which are brand equity and brand identity. Increasing brand awareness within the organization is helping to develop new brands and sub-brands. In addition, Keller and Lehmann (2009) have further suggested that brand potential can increase brand performance and firm survival. Therefore, prior research suggests that strategic brand management has five important dimensions which consist of brand equity, brand image, brand identification, brand investment, and brand potential. In this research, strategic brand management capability to focus on ability, is used to develop new brands and sub-brands, generate a financial outcome, and cause brand management to survive. Therefore, from a review of the prior research above, the strategic brand management capability consists of five dimensions: brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration.

Previous studies have suggested that brand equity is the importance of the brand management and serves as the base for creating corporate value (Keller, 2003). Brand equity is a long-term platform for competitive advantage to the organization, and brand management can also play a vital role in protecting brand equity (M'zungu, Merrilees, and Miller, 2010). Kapferer (1997) argues that brand image is an essential

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part of powerful brands. A strong brand can differentiate a product from its competitors (Lim and O'Cass, 2001); and brand image helps companies achieve performance goals such as higher sales. Brand identification is an essential tool for effective product superiority of brand management (Hosseini et al., 2014). Brand identification is necessarily related to the goals of the organization (Kim, Han, and Park, 2001). Keller and Lehmann (2009) offer the view that the long-term value of a brand is a function of the recognition and realization of brand potential. Also, brand investments spend on brands in order to demonstrate long-term brand commitment and to assure consumers that brand promises will be kept (Klein and Leffler, 1981). It appears then, that to generate a competitive advantage based on the brand, organizations need to invest in the brand (Matear, Gray, and Garrett, 2004). Beverland et al. (2007) suggested that the planning of brand management and obtaining feedback on brand image and value become fundamental elements guiding strategic brand management. In addition, strategic brand management becomes a process that can provide long-term competitive advantage for the organization by creating brand equity that brings lasting value to the branding triangle: client, company, employees (Kotler and Pfoertsch, 2011). These studies have found that brand equity, brand image, brand identity, brand potential, and brand investment help to make the brand more potent. Therefore, strategic brand management capability in this research is comprised of these five dimensions.

Many researchers explain “dimension meaning” which is related to brand management. For example, Madhavaram, Badrinarayanan, and Mcdonald (2005) defined brand equity strategy as processes that include acquiring, developing, nurturing, and leveraging an effectiveness-enhancing, high-equity brand. In addition, brand image refers to the impression in consumers' minds of a brand's total personality (Kishore, 2015). Moreover, brand identification refers to the firm that differentiates its brand to make people remember its brand’s characteristics, such as colors, design, logotype, name, and symbol; and that collectively identify and distinguish the brand (Wymer, 2013). Parts of “brand potential” refers to the possible future success in a particular market of a particular brand of a product (Dignen, 2000). Additionally, brand investment refers to the firm’s use of the resources with putting in money, effort and time into developing a brand with value-added to make a profit. (Huang and Xiong,

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2010). This means that this is a competitive advantage that will seek to be the brand performance.

Strategic brand management of a firm strengthens customer commitment and is affected by different customer relationship levels. Also, further study is needed to better understand the impact of this association (Ganesh, Arnold, and Reynolds 2000; Garbarino and Johnson 1999). The firm's increase in stakeholder reliability perception often results from factors including a firm's consistent product or service attributes (Guercini, 2003). Further, brand strategies may prove invaluable in helping to achieve market acceptance (Archambault, 2006). From the situation, both external and internal, the effects on critical firm survival factors for strategic brand management capability not only encompass managerial endogenous factors such as managerial policies or firm resources allocation, but also exogenous factors such as the business environment, customer and stakeholder reliability, and market acceptance. However, brand management was studied in separate perspectives which has a relatively small effect on the competitiveness of the organization. Mostly, empirical studies have investigated the area of strategic brand management, but have not investigated the strategic brand management capability area. This is because most businesses have studied strategic brand management to find out how to achieve their goals of organization. But the strategic brand management capability considers the bringing of resource capabilities such as money, people, technology and information to create superiority to competitors and is continuous in the future. Specifically, this research aims to fulfill a gap in the strategic brand management literature; and this empirical research indicates the consequences, antecedents, and moderating effects of strategic brand management capability in the context of food supplement businesses in Thailand.

In this research, the food supplement business will be selected as a sample group because the food supplements market in Thailand has a large market value. Business growth has increased continuously. In addition, the sales amount of this business increases every year (Euromonitor International, 2016). Furthermore, the business trend has increased continuously since 2015. The Federation of Thai Industries (2016) showed that the overall value of the growth rate of the Thai food supplements market has raised to 7 percent, which consists of 20 billion baht of domestic value and 80 billion baht of export value. In addition, the Economic Intelligence Center of

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Thailand (2016) found that the market share of therapeutic food supplements was the highest ranking (78 percent), whereas the market share of beauty food supplements was second ranking (21 percent) (The Siam Commercial Bank Public Company Limited, 2016). The food supplements industry is an important industry for the growth of the domestic economy. In addition, the government's medical hub policy enhances Thailand to become the center of world health services (The Federation of Thai Industries, 2016). Thus, the food supplements business is appropriate to be selected industry for this research.

Moreover, it can be clearly seen that consecutive strategic development is needed for companies to increase competitive advantage. Brand reputation is crucial for being a good representative of business value. Thus, firms have to make reliable brands. Brand is a marketing tool to reduce risk and let customers understand that a well-known brand is reliable and has high quality (Berry, 2000). Currently, people are looking for harmless products. A brand is a good representative of product safety and has an effect on consumer mentality. Thus, strategic brand management would be appropriate for utilization in business to increase efficiency, leading to higher profits. A strong brand increases the level of customer satisfaction and loyalty, and the efficiency of business strategy. In order to purchase products, customers have more concern about the basis of brand, reputation, and other immaterial attributes (Stanković and Djukić, 2006). As mentioned above, businesses require strategic brand management capability to build a competitive advantage. In addition, previous research shows that businesses often use brand as a strategy to distinguish a company’s offerings, maintain customer relationships, and increase customer reliance (Holverson and Revaz 2006). Hence, firms should adapt strategic brand management by increasing their variety of food supplements and making products. As a result, customers would get satisfaction from a firm’s brand as alternative options are increased. Thus, the selected industry has the suitability and potential to examine five dimensions of strategic brand management capability simultaneously.

Purposes of the Research

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

1. To investigate the relationships among each of five dimensions of strategic brand management capabilities (brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration) and customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival,

2. To examine the relationships between customer commitment, market acceptance, stakeholder reliability, and brand performance,

3. To test the effect of brand performance on firm survival,

4. To determine the effect of the antecedents of strategic brand management capability, marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition, and,

5. To test the moderating role of innovation culture on the relationships among marketing vision proactiveness, customer learning, marketing resource, technology acceptance, rigorous competition, and each of five dimensions of strategic brand management capability.

Research Questions

The key research question is how strategic brand management capability relates to firm survival. Moreover, the specific research questions are as follows:

1. How does each of five dimensions of strategic brand management capability relate to customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival?

2. How does customer commitment, market acceptance, stakeholder reliability relate to brand performance?

3. How does brand performance relate to firm survival?

4. How does marketing vision proactiveness, customer learning, marketing resource, technology acceptance and rigorous competition relate to each of the five dimensions of strategic brand management capability?

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5. How does innovation culture moderate the relationships among marketing vision proactiveness, customer learning, marketing resource, technology acceptance, rigorous competition, and each of the five dimensions of strategic brand management capability?

Scope of the Research

The competition intensity in markets for products and services has increased (Porter, 1980). Therefore, strategy is necessary and important to bring to the organization a gain in competitive advantage. In addition, brand is the strategy to develop and achieve the competitiveness of a firm. Therefore, the research aims to study the strategic brand management capability, strategic brand management capability's effect on the competitive advantage of customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. The research also aims to study the impact of strategic brand management capability and its antecedents, such as marketing vision proactivity, customer learning, marketing resources, technology acceptance, and rigorous competition. This research is based on three supporting theories. They are the contingency theory (Drazin and Van de Ven, 1985), brand management concept (Heding et al., 2009), and the resource-advantage theory (Hunt and Morgan 1995). All theorizations illustrate the relationships among dimensions of strategic brand management capability, its antecedents, its consequents, and its moderators. In addition, this research proposes the interaction theory to describe the relationships of each variable and answer the research questions and objectives. The research questions and objective answers by analysis are based on the collecting of data from the sample of food supplement businesses in Thailand.

The theories that are employed are the contingency theory, brand management concept and resource-advantage theory. They are applied for explaining the conceptual framework and for developing a set of testable hypotheses. Firstly, the contingency theory (Drazin and Van de Ven, 1985) describes that a better understanding of the nature of organizational strategies is gained by examining its antecedents in the forms of internal and external environmental factors. The contingency theory explains that there is no best way to manage an organization; the design of an organization and its subsystems must fit with the environment, and effective organizations are not only a

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proper fit with the environment, but also align with their subsystems (Fiedler, 1967; Ginsberg and Venkatraman, 1985; Lawrence and Lorsch, 1967). Firms achieving competitive advantage must match their strategic decisions to certain sets of contingency factors that are external, internal, and environmental (Donaldson, 2000, 2001; Lawrence and Lorsch, 1967). Prior research, including antecedents by the effect on the capability of firm, such as the firm developing market vision, achieve capabilities/value match, exploring strategic relationships, building strong brands, brand leveraging, and recognizing the advantages of proactiveness (Cravens, Piercy, and Prentice, 2000). Thus, this research applies the concept of the contingency theory to delineate the relationships among antecedents, moderators, and independent variables that use the strategic brand management capability by firms to rely on internal factors comprising marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and innovation culture, as well as external factors, including rigorous competition.

Secondly, the brand management concept introduced the idea of brand management concept, which is created and managed by understanding seven brand concepts such as the economic approach, the identity approach, the consumer-based approach, the personality approach, the relational approach, the community approach, and the cultural approach (Heding, et al., 2009). However, this research covers three main issues: First, the economic approach deals with the creation of brand value, which is investigated as influenced by changes in distribution channels, price modifications, and promotions. The economic consumer bases consumption decisions on rational considerations; and the exchanges between the brand and the consumer are assumed to be isolated tangible transactions. Secondly, the identity approach is the brand as linked to corporate identity. The marketer is in charge of brand value creation. Processes of organizational culture and corporate construction of identity are key influences. The third issue, the consumer-based approach, is the brand as linked to consumer associations. Brand is perceived as a cognitive construct in the mind of the consumer. It is assumed that a strong brand holds strong, unique, and favorable associations in the minds of consumers. Thus, brand management concept is introduced as a theoretical foundation of this research to the consumer brand relationship and stakeholder in the market as being the key concept within the framework, which is described as orientation

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in brand management concept, and has importance due to the fact that brands add significant value to a firm's assets. Brand management is considered an important task in both business-to-business and business-to-consumer markets (Kapferer, 2008). However, this research applies the brand management concept to explain the relationship between each dimension of strategic brand management capability and its consequents.

Finally, the resource-advantage theory (R-A theory) is an evolutionary process theory of competition by Hunt and Morgan (1995) who suggest that the basis for a sustainable competitive advantage resides in an organization's resources and in how it structures, bundles, and leverages those resources. The resource-advantage theory focuses on the resources available to a firm, thereby helping to explain from a resource allocation and utilization perspective how brands are built and why one brand is able to outperform another (Hunt, 1997). Hunt (2000) defined the R-A theory as the process of competition in the constant struggle among firms for comparative advantages in resources that will yield marketplace positions of competitive advantage for some market segments and, thereby, superior financial performance. This research uses the R-A theory to explain the relationships among strategic brand management capability and its consequents. Then, these outcomes enable firms to handle advantages in a competitive market position with competitors in the industry that increase brand performance, and firm survival.

The main purpose of this research is to examine the relationship between strategic brand management capability and firm survival of food supplement businesses in Thailand. Several variables are included in the conceptual framework as follows. Strategic brand management capability plays an important role as an independent variable. It aims to support organizations to achieve their goals by developing the guidelines to set marketing activities and strategies to create, develop, and maintain strong brands to build strong relationships with their customers. Accordingly, firms critically require the development of an efficient brand management strategy to meet the new environmental challenges and achieve a competitive advantage (M'zungu, Merrilees, and Miller, 2010; Erdil, 2013). Strategic brand management capability comprises five critical dimensions; namely, brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand

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investment concentration. The consequents of strategic brand management capability are also investigated; namely, customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. Likewise, antecedents that are both internal and external factors determine strategic brand management capability. These factors include marketing vision proactiveness, customer learning, marketing resources, technology acceptance, and rigorous competition. Moreover, through moderators, innovation culture is tested.

The food supplement businesses are selected in this research as a population because these businesses are related to the manufacture and distribution of special control products such as beauty supplements, health supplements, and therapeutic supplements. Coulibaly and Sauvée (2010) identified that in a competitive market such as dietary food supplement business, organizations must pay more attention to resources and internal factors to maintain the brand in the long-term and increase financial results. Therefore, to achieve a competitive advantage, this business needs to improve its strategic brand management capability better than that of other companies in the industry. The population data are provided from the database of the Department of Business Development (DBD), Thailand. A total of 549 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. Questionnaires are a tool in data collection. 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.

In summary, the scope of this research consists of three major parts. The first is to investigate the effect of strategic brand management capability on marketing outcomes. The second is to examine the influence of marketing outcomes on firm survival. The third is to examine the relationship between the antecedents and strategic brand management capability along with its moderating effects.

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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 management capability 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 the 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.

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CHAPTER II

LITERATURE REVIEWS AND CONCEPTUAL FRAMEWORK

The primary purpose of this chapter is to provide an understanding of proposed relationships which mainly focuses on the impact of strategic brand management capability, its determinants, and consequences. Thus, the theoretical foundation, relevant literature, and hypotheses development are discussed as major components. This chapter comprises two sections: the first section represents the discussion of several theoretical perspectives used to explain a research phenomenon. The second section provides theoretical arguments based on relevant conceptual and empirical literature, which develop hypotheses relating to the constructs in a conceptual model.

Theoretical Foundation

This research attempts to integrate theoretical perspectives that support how strategic brand management capability affects firm survival. Three theories supporting this research are the contingency theory, brand management concept and resource-advantage theory. Therefore, this chapter presents two major sections that review these theories that back up the conceptual model, and then provides the previous research and relevant literature detailing strategic brand management capability and other constructs in the conceptual model. Finally the definition of each construct is presented. Additionally, the linkages of the constructs and development of the hypotheses are discussed. Contingency theory, brand management concept and resource-advantage theory are used as follows:

Contingency Theory

The contingency theory is used to explain the phenomena that firms have to adapt to for a flexible structure as to environmental factors. Fiedler (1964) described that there is no one best way for organizational management which depends on the situation where managers have to best analyze the situation. In other words, the management strategy is contingent upon internal and external factors that tend to result in superior performance (Wiersema and Bantel, 1993). Contingency theory describes

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that structure and process of a firm must fit its context (characteristics of firm's culture, environment, technology, size, or task) if the firm wants to survive or effectively perform business (Drazin and Van, 1985). Therefore, the key concept of the contingency theory is fit. The concept of fit is strongly influenced from the population ecology school of thought, which mostly applies in strategic management and organizational theory research (Nath and Sudharshan, 1994).

According to the contingency theory, there is no best way of organizing; the appropriate form depends on the nature of the firm's task environment, which task environmental conditions are considered a direct source of variation in organizational forms, while the notion of a quasi-fit is a key to high performance, because the permanent disequilibrium triggers a constant search for strategic and structural change (Donaldson 2001). Burton et al. (2002, 2003) used contingency fit to describe the internal consistency of multiple contingencies (e.g., size, climate, strategy, environment, leadership preferences) and multiple structural characteristics of the organization. Zajac et al. (2000) used the contingency theory in a multicontingent environment strategy fit defined as strategic fit, which organization used set management guidelines to succeed. Others supported the fit hypothesis using the alignment of a few variables such as organizational structure and dimensions of knowledge (Birkinshaw et al., 2002). Therefore, the contingency theory can explain the variety of approaches which either focus on the effectiveness of a fit across a variety of firms or focus on the adaptation processes which each firm can achieve with its task environment. Contingency fit, as referred to by Venkatraman and Prescott (1990), is achieved when a few characteristics of contextual variables are co-aligned with a few characteristics of other variables such as structure, strategy, culture and technology. According to Zeithaml et al. (1988) and Tosi and Slocum (1984), contingency theory building involves three types of variables (contingency, response, and effectiveness variables) and congruency or a notion of fit. Contingency variables relate to an environmental context, and response variables to an organizational structure or managerial actions. Moreover, the contingency theory was developed, linking together organizational forms, approaches to brand management and required competencies (Moilanen, 2008). Previous research studies mention that the organization can survive in changing environments by the firm's abilities to adapt to suit not only the internal environment (e.g. organizational formats, size, and strategies)

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but also external environment (e.g. the change of technology, competition, customers) (Doty, Glick and Huber,1993). In addition, Kittikunchotiwut, Ussahawanitchakit, and Pratoom (2013) indicate that the changes lead to organizational management that is appropriate to changed situations, in order to obtain growth and survival.

The contingency theory in strategy literature holds that the appropriateness of strategies is contingent on the competitive settings of businesses (Zeithaml et al., 1988). Competitive setting can be environmental and/or organizational contingencies such as a hostile environment and a market leader. The contingency theory suggests that the decisions of the firm, such as marketing strategy (product, price, place and promotion), depend on the interaction between internal and external factors (Shenhar, 2001). This theory can explain the relationships among internal factors (including marketing vision proactiveness, customer learning, marketing resource, technology acceptance and innovation culture), external factors (such as rigorous competition), and marketing strategy (strategic brand management capability). Chen, Lam, and Zou (2011) found that antecedents of integrated brand management have both external and internal forces that augment and diminish practices of integrated brand management. The external factor is intense competition and the internal factors are top manager vision and corporate supportive resources. Thus, this research determines antecedents such as marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition.

Brand Management Concept

Brand management concept emerged in the 1950’s and has especially been developing as a subject of concept since 1985 (Bjerre et al., 2008; Heding et al., 2009). In order to make such a large theoretical field manageable, it led to a reconfiguration of managerial and academic perceptions on the role and importance of brands in strategy formation. Brand management concept is introduced as a theoretical foundation of this study. The central purpose of a brand is to make a distinction. Historically, brands were created to identify the owner or the source of a product (Kapferer, 2008). The brand served as a physical sign that informed the consumer about the origin of a product, about who had produced it, and it guaranteed a stable or improved quality of the product (Esch 2005).

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In the medieval ages, the firm used symbols similar to today's brands to identify the creator of a product (Leitherer, 2001). However, during the mid-1970s on, brand management became more demand and consumer-oriented. Because of the increasing of many brands in market, there are various consequences; markets were experiencing saturation tendencies, consumers became increasingly price-sensitive, technological innovations were quickly imitated, and consumers were facing information overload (Burmann and Meffert, 2005). The evolving view on brand management emphasized consumer response to brands as crucial and regarded the consumer as central to the construction of brand meaning (Louro and Cunha, 2001). The firm's input activities were managed using feedback from consumers by analyzing the brand image in order to change identity, making thorough market research crucial (De Chernatony and Dall'Olmo, 1998). During the renaissance which relies on the trust of branding, brand identification not only used to support the new trade area but also building trust for the company (Leitherer, 2001).

Dedication to brand management arose in the early 20th century and focused on product orientation, interpreting the brand as a set of features determining the defining characteristics of a product (Burmann and Meffert, 2005). For consumers, such manufacturer-branded products were clearly identifiable, which facilitated re-purchase if the product had been satisfactory, or avoidance if it had not (Low and Fullerton 1994). The approach to managing a brand was instrumental in nature and focused predominantly on naming, packaging, and traditional advertising (Burmann and Meffert, 2005). Many brands were only locally or regionally distributed; however, improvements in transportation and communication as well as in production processes gradually allowed for a wider distribution (Low and Fullerton, 1994).

Starting in the middle of the 20th century, brands were increasingly conceptualized as focal platforms for articulating and implementing a firm's strategic intent. Brand management, at that time, was "enacted through the creation, development, and communication of a coherent brand identity" (Louro and Cunha, 2001: 860). Although this supply-oriented approach to brand management succeeded in stressing the importance of the concept of the brand as more than the sum of its parts, it over-emphasizes the firm's input in brand marketing activities as the exclusive

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determinants of brand meaning, since the role of consumers as active co-creators of brand significance is largely ignored (de Chernatony and Dall'Olmo, 1998).

According to the brand management concept by Heding et al. (2009), there are seven brand management concepts to explain the effect of brand management on competitive advantage and firm performance; namely, the economic approach, the identity approach, the consumer-based approach, the personality approach, the relational approach, the community approach, and the cultural approach. However, in this study, the researcher uses only three approaches to explain strategic brand management capability phenomena as follows. Firstly, the economic approach is centered on the possibilities of the company to manage the brand via the marketing mix elements: product, placement, price, and promotion. By these factors, the firm can manage to affect consumer brand choice. The branding in the economic approach is to make products stand out from the competition and the brand value creation relies on how marketers design brands and then communicate to consumers. In addition, Heding et al. (2009) describe that the economic approach is to gather data that can deliver insights and that can guide the marketer in defining the exact marketing mix that will deliver optimal brand performance, and thereby, maximize the number of transactions.

Secondly, in the identity approach, Heding et al. (2009) describe that it is about the firm that is focused on the creation of brand equity. This approach also balances brand identity and brand image so that brand value and meaning are created through collaboration between organizations and consumers (Louro and Cunha, 2001).

Finally, in the consumer-based approach, the brand is analyzed as residing in the mind of the individual consumer as a cognitive construal. The consumer is very much in control of the brand–consumer exchange which results in that he or she is suddenly considered the 'owner' of the brand and thereby controls brand value creation. This approach has the core theme that the consumer-based brand equity framework builds on insights from both the cognitive consumer perspective and the information-processing theory of consumer choice (Heding et al., 2009).

Therefore, the economic approach describes the development of the company to manage the brand that leads to brand performance. The identity approach covers the creation of brand management, and the consumer-based approach indicates the cognition of the customer, market acceptance and stakeholder (Heding et al., 2009).

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Brand management is a concept used for the development of sustained competitive advantage, which ensures the survival and growth of the firm (Louro and Cunha, 2001). The brand management concept suggests that the attitudes and beliefs of the ingredient brand may integrate with the brand attitude to evoke a greater value proposition (Ponnam and Balaji, 2015). In addition, the brand management concept suggests that companies should plan their communications in order to enable a distinction from competitors. In the process of branding, brand owners make use of brand elements or identities (Keller, 1993; Keller et al., 2008). These include things that surround or connect to the branded entity, like brand name, logotype, product design, website, web-address, characters and spokespersons, slogans, jingles, and packaging. Deciding on brand elements is an important part of branding since they establish and conjure recognition for the branded entity, and add meaning in the consumers' minds.

In summary, the brand management concept identifies a clear set of brand values that connect emotionally with consumers, communicate those values consistently, and has a strong brand following as a result. In addition, the firm has a competitive advantage effect of increasing brand performance. Therefore, this research applies the premise of the brand management concept to describe the relationships among strategic brand management capability, customer commitment, stakeholder reliability and market acceptance to increase their brand performance.

Resource-Advantage Theory

The 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). According to the premises of the 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). 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 a 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). Brand performance is determined by, and contingent upon, the firm's use of available resources (Hunt and Morgan, 1995).

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Resources that are difficult for competitors to imitate provide firms with advantages relative to competitors, and in certain instances, the potential for sustained competitive advantage (Barney, 1991). In other words, strong brand is likely to help products to increase sales volume, motivate latent needs of the customer, counterattack against competitor offerings, gain market acceptance, create superiority in the marketing process, and increase financial performance. The resource-advantage theory is used to explain that strategic brand management capability (an output of firm resources) may lead to superior performance to help firms compete with rivals within the industry.

In this research, strategic brand management capability is viewed as the strategic marketing approach of firms to create competitive advantage through the use of superior resources because it can add extra value to the products of firms (Gromark and Melin, 2011; Hankinson, 2005; Urde, 1994). Strategic brand management of firms tends to achieve marketplace positioning advantage and better financial performance (Hunt and Morgan, 1995, 1996). Moreover, a strong brand is likely to help products to increase sales volume, motivate latent needs of the customer, counterattack 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 management capability and its consequents, including customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival.

The contingency theory is applied to delineate the use of strategic brand management that is effective when firms are concerned with internal and external factors, including marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition. Moreover, brand management concept suggests that this concept is an evaluation tool for the success of strategy by developing brand positioning, integrating marketing, assessing brand performance of the brand concerned with customer commitment, stakeholder reliability, and market acceptance to increase brand performance. The resource-advantage theory delineates the relationships between strategic brand management capability and its consequents, including customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. Thus, a conceptual model of this research is illustrated in Figure 1 as shown below.

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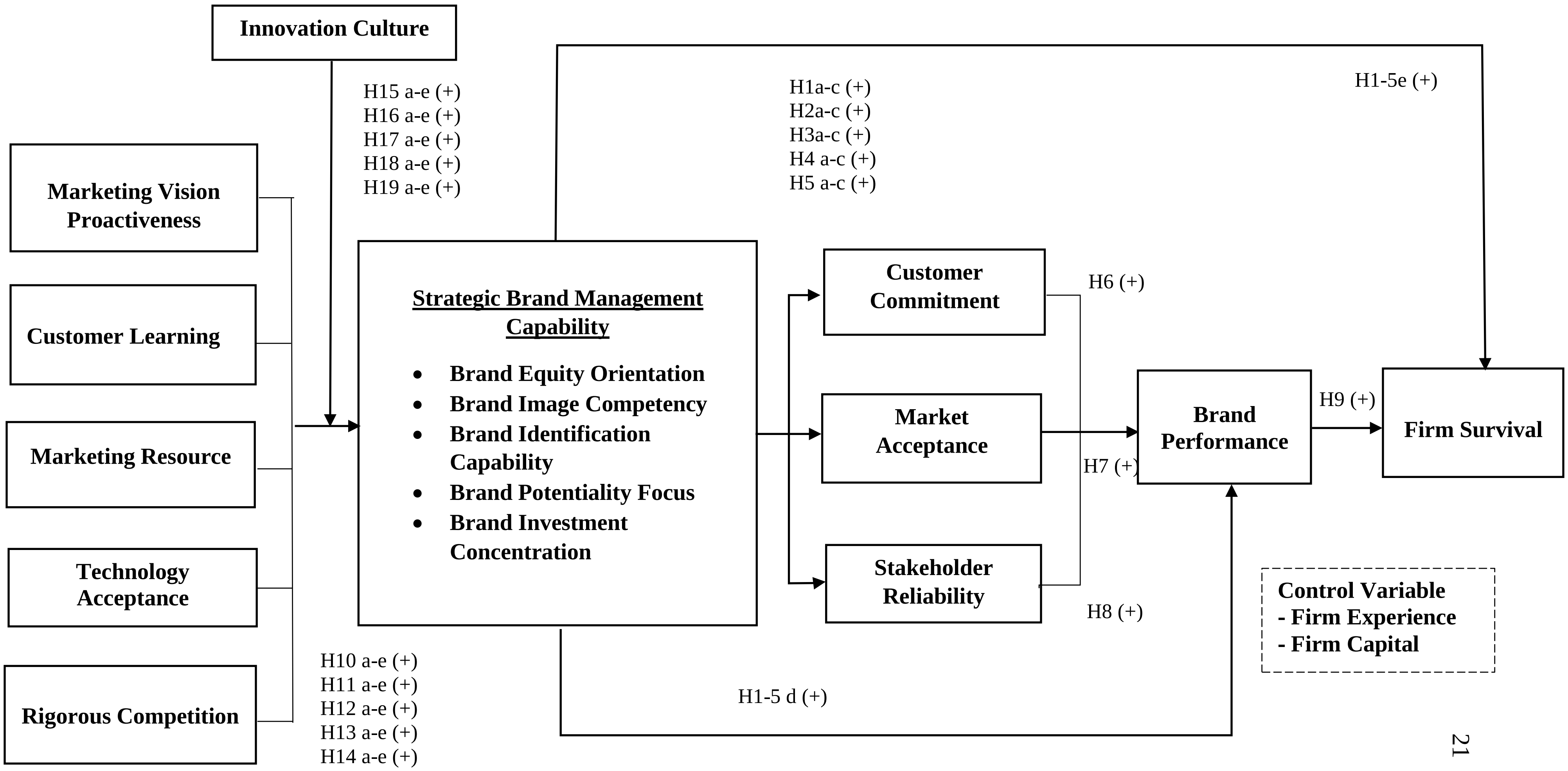
Figure 1: A Conceptual Model of Strategic Brand Management Capability and Firm Survival: An Empirical Evidence From Food Supplement Businesses in Thailand



Review of Relevant Literature and Research Hypotheses

With reference to the prior literature, this research attempts to conceptually link the relationships among the antecedents and the consequents of strategic brand management capability through three theories; namely, the contingency theory, brand management concept and resource-advantage theory. The conceptual model is separated into three parts as follows.

Firstly, this research focuses on the main effect of strategic brand management capability, and it consists of five dimensions as follows: brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration with a positive effect on customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival.

Secondly, this research examines the antecedent variables of strategic brand management capability that correlate with the effect on strategic brand management capability; namely, marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition. This part is examined and expected to have a positive relationship with the five dimensions of strategic brand management capability.

Finally, this research also assumes a moderating effect; namely, the innovation culture effects among the antecedent variables and strategic brand management capability.

In the aforementioned view, the full conceptual model is illustrated in Figure 1. Therefore, the next section details the literature reviews and the hypotheses of strategic brand management capability to be discussed and proposed.

Strategic Brand Management Capability

In this research, strategic brand management capability is defined as the ability of the processes and activities that enable a firm to create, develop, support and maintain strong brands which, in turn, have been identified as another key resource which leads to competitive advantage and firm survival (Aaker, 1994; Hulland, Wade, and Antia, 2007). Strategic brand management capability is the key of this research and it refers to marketing activities which differentiate brands from the other competitors.

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Brand is important to growth and survival of a firm in the increasingly competitive environment. Brand is defined as a name, symbol, logo, design, or integration of all these, aimed to identify and differentiate a firm's goods and services from alternatives, and build a sustainable competitive advantage for firms (Erdem and Swait, 1998). Creating strong brands that deliver on that promise, and maintaining and enhancing the strength of those brands over time, is a management imperative. Brand management is an important part of marketing. During the last decades, several concepts of brand management have been established. In 1986, Park, Jaworski and MacInnis developed a framework, termed brand management, which consists of strategic as well as operative components. Brand management is defined as the capability to develop, support, and maintain strong brands. While brand assets can lead to superior performance (Amit and Schoemaker, 1993; Capron and Hulland, 1999; Kapferer, 1992; Srivastava, Shervani, and Fahey, 1998), the ability to manage brands over time is also important. Effective brand management also requires taking a long-term view of marketing decisions. In addition, a long-term perspective of brand management must be aware of that any changes in supporting a marketing program for a brand that may, by changing consumer knowledge, can affect the success of future marketing programs. A long-term view also produces proactive strategies designed to maintain and enhance customers.

Strategic brand management needs to be considered in order to find a basis for the concept of strategic brand management for survival. The concept of strategic brand management in Urde's approach can also be helpful to get closer to this field. Urde (1999) takes the above-mentioned critique into account and assumes that "integrity and brand competence are required in order to create, develop, and protect brands that have an identity" (Urde, 1999:117). Additionally, Urde (1999) broadens his view and considers in his approach, the brand image (outside perspective) as well, the brand identity (inside perspective). Moreover, Urde (1999) recognizes the importance of a brand-consumer relationship and states that a product can be compared with, and substituted by another product; but a brand with a personality and identity of its own provides the basis for a unique relationship.

In addition, Burmann, Blinda, and Nitschke (2003) have developed identity-oriented brand management. Similar to Urde (1999), this approach has also the basic idea to complement the classic one-sided orientation with an outside perspective (brand

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image) and inside perspective (brand identity) (Burmann et al., 2003). While the brand image represents the image of others (external target groups, such as consumers and customers), brand identity symbolizes the self-image (internal target groups, such as employees and marketing agents). Strategic brand management must be embedded in the highest organizational level in order to guarantee constancy in brand management, which in turn, is essential for a successful brand development (Burmann, et al., 2003). Keller (2003) defined strategic brand management as the design and implementation of marketing programs and activities to build, measure, and manage brand equity. There are four main steps of strategic brand management process: (1) Identifying and establishing brand positioning and values, (2) Planning and implementing brand marketing programs, (3) Measuring and interpreting brand performance and, (4) Growing and sustaining brand equity (Keller, 2003). Moreover, strategic brand management becomes the lens for focusing on development of corporate strategy and is the grounds for decision-making about content and services (Iosifidis, 2010).

Brand management capabilities represent the managerial processes of planning, implementing, and controlling brand-related strategies. As such, these capabilities configure and integrate the basic functional activities such as developing distribution channels, developing new products, selling and sales management activities, and integrated marketing communications activities (Vorhies and Yarbrough 1998). Brand management capabilities encompass broad areas such as: brand development and enhancement (such as creating, maintaining and updating brand image, establishing a unique value proposition, and keeping the brand's offering relevant to its customers); brand communication (such as identification of the appropriate target audience, effectively delivering brand messages, and evaluating brand communication outcomes); and managing brand relationships (such as establishing a brand community among its customers, building and strengthening the connection between the brand and its customers, and enhancing brand loyalty) (Aaker, 1996a).

Strategic brand management capability is a central factor in economic success and offers several advantages for companies. Consequently, brand management is the analysis and planning on how that brand is perceived in the market, while strategic brand management finds out how to achieve its goals. Also, strategic brand management capability considers bringing capabilities of resource management in the firm to

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continuously create superiority over competitors in the future. This research explains the importance of comprehensive strategic brand management which includes a situation analysis. From the previous literature review, this has a dimension of strategic brand management that is interesting for study. Thus, in this research, the context of the five dimensions of strategic brand management capability developments; namely, brand equity orientation, brand image competency, brand identification capability, brand potentiality focus and brand investment concentration of the firm brand which affects brand performance and firm survival. As an important part of strategic management, the strategic brand management plays a major role in this process of implementation. Thus, it is essential that this process is carefully considered and determined (Burmann, Meffert, and Koers, 2005).

A summary of the key literature reviews on strategic brand management capability is presented in Tables 1-3 which summarize the definition of brand management, strategic brand management, and brand management capability which are presented as below:

Table 1: Summary of Definitions of Brand Management

Author (s)	**Definition**
Aaker, 1991; Keller, 2003	The process by which products are positioned, through campaigns, images, and associations, to create value for their company and meaning for their consumers.
Aaker and Joachimsthaler (2000)	A systematic business process in which a firm actively engages in initiating, developing, and maintaining its brand equity.
Louro and Cunha (2001)	A deep-seated way of seeing and managing brands and their value, shared by the members of an organizational community marked by a common culture.
Hulland, Antia, and Wade (2005)	The capability to develop, support and maintain strong brands.

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Table 1: Summary of Definitions of Brand Management (continued)

Author (s)	Definition
Keller (2008)	The organization's functional area that plans, measures, grows, and manages the organization's brand.
Lee et al., (2008).	A set of any systems, organizational structure, or culture of a firm supporting brand building activities.
Babčanová (2010)	Implementation process of marketing activities associated with the care of corporate brand or product brand, which was already launched.
Gisip and Harun (2013)	A set of any systems, organizational culture or structure of a firm supporting activities of brand building.
Wymer (2013)	The planning, decision making, and activities pertaining to the branded object.

Strategic brand management is the design and implementation of marketing programs and activities to enhance the brand's potential as a source of competitive advantage. From the prior research, some scholars have given the meaning of strategic brand management as follows.

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Table 2: Summary of Definitions of Strategic Brand Management

Author (s)	**Definition**
Keller (2003, 2012)	The design and implementation of marketing programs and activities to build, measure, and manage brand equity to improve the long-term profitability of brand strategies.
Alamro and Rowley (2011)	A set of integrated strategies and sub-strategies used by a brand owner to achieve the brand owners' objectives'.
Gupta, Czinkota and Melewar (2012)	Managing the brand inside the firm with a systematic and strategic approach that considers the brand a central element in the business strategy and sets down the bases for implementing and controlling the brand-building actions in an integrated and coordinated way.
Santos-Vijande et al., 2013).	The necessary management of relevant activities that can help to ascertain that brands become a source of competitive advantage

Table 3: Summary of Definitions of Brand Management Capability

Author (s)	Definitions
Madhavaram and Hunt (2008)	The firm's ability to develop and nurture a strong brand or an effective portfolio of strong brands.
Cui (2008)	The ability to integrate, build and reconfigure available resources and apply these resource configurations to brand management.
Morgan, Slotegraaf, and Vorhies (2009)	The ability create and maintain high levels of brand equity to deploy this resource in ways that are aligned with the market environment
Ambler et al., 2002; Morgan et al., 2009	The firm's capacity to build and maintain strong brands in customers' minds.

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According to definitions of strategic brand management capability, it can be argued that it has been conceptualized as the ability of processes and activities that enable a firm to develop, support and maintain strong brands which, in turn, have been identified as another linked key resource, which leads to competitive advantage and firm survival (Aaker, 1994; Hulland, Wade, and Antia, 2007). Likewise, this research provides a summary of prior conceptual and empirical work on strategic brand management capability as presented in Tables 4 and 5

Table 4: Summary of Conceptual Papers on Strategic Brand Management Capability

Author (s)	**Key Content**
Simões and Dibb (2001)	The article proposes 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 of particular interest are the concepts of corporate brand, corporate image/identity, and brand orientation.
Matear, Gray, and Garrett (2004)	The article suggests three marketing-related sources of advantage – market orientation, new service development and brand investment, which contribute to service firm performance by operationalizing the sources-position-performance framework in a multi sector sample of service organizations. Brand investment are found to contribute to the attainment of positional advantage and thence to performance.
Stanković and Djukić (2006)	This paper discusses strategic brand management process is important for creating and sustaining brand equity by developing a strategy that successfully sustains or improves brand awareness, strengthens brand associations, emphasizes brand quality and utilization, is a part of brand management.

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Table 4: Summary of Conceptual Papers on Strategic Brand Management Capability (continued)

Author (s)	Key Content
Ghodeswar (2008)	The article suggests the conceptual model called the positioning, communicating, delivering, leveraging (PCDL) 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. By developed from a literature review and three case studies of successful brands in India and PDCL model can serve as a guideline to build brand identity of their brand in their target market.
Hammerschmidt et al. (2008)	This paper propose that firms are not equally successful in achieving high efficiency of their brand management process because they do not align their brand investments to the influence of brands on consumers buying decisions (brand relevance). Brand image lead to financial outcomes (brand success).
Kuenzel and Halliday (2008)	This paper discusses the influences of prestige, satisfaction, and communication on brand identification and to show how brand identification influences word-of-mouth and brand repurchase.
Keller and Lehmann (2009)	This paper discusses long-term brand value depends on how well a firm understands and recognises the potential of a brand, as well as how well a firm capitalises on that brand potential in the marketplace.

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Table 4: Summary of Conceptual Papers on Strategic Brand Management Capability (continued)

Author (s)	Key Content
Uggla and Filipsson, (2009)	This paper discuss an integration model of brand strategy, market opportunity space, and business strategy for the benefit of all managers involve in the process of business and brand management. By this paper proposes the congruence between business and branding strategy which is defined thus: business-to- brand relevance illustrates a situation with high strategic fit at the intersection of business strategy and brand strategy, meeting and an opportunity space in the market grounded in customer needs and wants. All together the brand equity must upgrade in the part of business strategy for increased customer and brand relevance.
M'zungu, Merrilees, and Miller (2010)	This 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.
Becerra and Badrinarayanan (2013)	The article suggests that marketers to understand the drivers of behaviors directed toward brands and marketers can cultivate brand evangelism by building brand trust and brand identification.
Shirazi, Lorestani, and Mazidi (2013)	This paper discusses that brand identity plays a key role in brand management and both brand identity and brand identification have indirect effect on brand loyalty through perceived value, trust, and satisfaction.

Table 4: Summary of Conceptual Papers on Strategic Brand Management Capability (continued)

Author (s)	**Key Content**
Li and Wu (2015)	This paper discusses the practice of brand image marketing should organically combine dynamic capabilities and market orientation, which helps them choose the right brand image strategy, thereby enabling companies to obtain and maintain long-term competitive advantages in marketing.
Erkollar and Oberer (2016)	This paper discusses the developed a multidimensional dashboard for multi-brand companies. The developed brand dashboard should affect positively the following dimensions of the strategic brand management process: brand equity, monitoring, brand image. Indicators to evaluate brand effectiveness and the whole strategic brand management process after the brand performance dashboard has been implemented are the accuracy of branded materials, on time delivery, preservation of brand values and brand equity. Brand identity for differentiating products, services, and corporations, as outputs.

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Table 5: Summary of Key Literature Reviews on Strategic Brand Management Capability

Author (s)	Title	Key Issue Examine	Main Finding
Wood (2000)	Brands and brand equity: definition and management	To seeks to establish the relationships between the constructs and concepts of branding. Performance measures for brand management are also considered, and a model for the management of brand equity is provided.	This article found that brand management should be strategic and holistic, as this is conducive to longevity and the marketing mix should function in a way that supports the brand message.
Sarkar and Singh (2005)	New Paradigm in Evolving Brand Management Strategy	To study the conceptualization of paradigm brand management strategy	Finding that the new paradigms required for the corporate world about brand management strategy, encompassing brand characteristics, brand equity, brand stretching and extension, challenges to brands, brand reputation and recognition, brand licensing, positioning of global brands, researches on brand positioning, brand valuation, brand portfolio rationalization and brands long-term sustainability in a shifting paradigm.

Table 5: Summary of Key Literature Review on Strategic Brand Management Capability (continued)

Author (s)	Title	Key Issue Examine	Main Finding
Stanković, and Djukić (2006)	Strategic brand management in global environment	To analyze the importance of strategic brand management in the conditions of global environment.	The result of used brand potential is creating its leadership in long period through continued investment in quality, communication, customer relationships, and intermarketing, as the basis for creating sustained competitive advantage and more successful strategic positioning of enterprise.
Lee, Park, Baek, and Lee (2008).	The Impact of the Brand Management System on Brand Performance in B-B and B-C Environments	To develop a conceptual model using the brand management system and empirically examine its effect on brand performance.	The results show that firms possessing a well-organized brand management system dramatically enhance brand performance by links of market orientation, brand management system and brand performance are confirmed under both B-B and B-C environments.

Table 5: Summary of Empirical Studies on Strategic Brand Management Capability (continued)

Author (s)	**Title**	**Key Issue Examine**	**Main Finding**
Berthon, Ewing, and Napoli (2008)	Brand Management in Small to Medium-Sized Enterprises	To seeks to assess the nature and scope of brand management within an SME context	Findings show significant differences between small and large organizations along nine of the ten brand management dimensions reported in Keller's brand report card. Moreover, different brand management practices are associated with business performance in SMEs.
Morgan, Slotegraaf, and Vorhies (2009)	Linking marketing capabilities with profit growth	To investigate how market sensing, brand management, and customer relationship management capabilities determine firms' revenue growth and margin growth.	Finding that brand management and customer relationship management capabilities have opposing effects on revenue and margin growth rates, such that a failure to examine these two underlying components would mask the relationships between these marketing capabilities and ultimate profit growth rates.

Table 5: Summary of Key Literature Review on Strategic Brand Management Capability (continued)

Author (s)	**Title**	**Key Issue Examine**	**Main Finding**
Beracs and Szöcs (2009)	Brands as Leading Indicators of Performance	To exploring the relationships between decisions related to branding, brand image and corporate strategy and corporate performance.	Finding positive relationship between the branding efforts and stock return. The firms that obtained a higher score on brand composite variable the shareholders were more satisfied with short term and also long term financial performance.
Hu, Chang, Hsieh, and Chen (2010)	An integrated relationship on brand strategy, brand equity, customer trust and brand performance-An empirical investigation of the health food industry	To examine the developed a brand and customer trust relationship and theory frame for the health food market	Findings are significant positive correlation between brand strategies, brand equity, customer confidence and brand performance.

Table 5: Summary of Key Literature Review on Strategic Brand Management Capability (continued)

Author (s)	Title	Key Issue Examine	Main Finding
Alamro and Rowley (2011)	Brand strategies of Jordanian telecommunications service providers	To examine the development of the brand strategy.	Finding that brand strategy are interwoven, as well as generates a range of insights into successful brand strategies in this marketplace by following themes: perspective on and control of brand strategy, branding as a competitive tool, re-branding, brand values and brand communication strategies.
Chen, Lam, and Zou (2011)	Antecedents and Performance Consequences of Integrated Brand Management in China: An Exploratory Study	To test of the role of integrated brand management in China.	The results show that integrated brand management has a positive effect on business performance in China.
Gerlach and Witt (2012)	Sustainability in the Context of Strategic Brand Management: A Multiple Case Study on the Automobile Industry	To test of the sustainable strategic brand management and an exploration of the contents of sustainability in the various components of the strategic brand management process.	The finding that automobile manufacturing companies integrate sustainability to different extents and manners in the seven steps of the strategic brand management process. Moreover, there are different levels and potentials for the integration of sustainability in the strategic brand management process, which the potenti and demand to improve the integration of sustainabilit in the strategic brand management process.

Table 5: Summary of Key Literature Review on Strategic Brand Management Capability (continued)

Author (s)	Title	Key Issue Examine	Main Finding
Erdil (2013)	Strategic brand management based on sustainable-oriented view: an evaluation in Turkish home appliance industry	To test of the sustainability-based brand image making of managers effective in driving opportunities available to a firm for marketing performance.	Finding that the model developed by using existing approaches in the literature, provides supportive findings for further large scale empirical investigations, in terms of variables and hypotheses that can be used for both academic and managerial purposes and finding that the sustainability-based brand image that effects marketing performance of a brand sold through retailers and customers which in turn can create numerous opportunities for marketing.
Santos-Vijande et al. (2013)	The brand management system and service firm competitiveness	To analyze the concept of dynamic capability nature and testing its underlying dimensions and examine the relation between the brand management system and firm performance in order to verify whether the system improves firms' competitiveness in the long term	Finding that the brand management system effectively helps firms to perform better than their competitors and that market orientation and innovativeness are key antecedents for the development of the system.

Table 5: Summary of Empirical Studies on Strategic Brand Management Capability (continued)

Author (s)	**Title**	**Key Issue Examine**	**Main Finding**
Cui, Hu, and Griffith (2014)	What makes a brand manager effective?	To develops a model to understand what intangible capital embodied by brand managers influences brand management capabilities and resultant brand performance	The results show that brand manager human, relational and informational capital influences brand management capabilities and resultant brand performance, and brand manager intangible capital has an indirect effect on brand performance via brand management capabilities.
Pentyala (2014)	An Empirical Study on Strategic Brand Management as a Tool to Improve Share Holder Value in Sugar-Sweetened-Beverage Industry	To test of the demonstration of the way branding creates shareholder value.	The results show that clearly supported the implied role of the brand in reducing the volatility and vulnerability of cash flows, as well as a conceptualization of the brand as a powerful risk management tool for firms.

Table 5: Summary of Empirical Studies on Strategic Brand Management Capability (continued)

Author (s)	Title	Key Issue Examine	Main Finding
Högström, Gustafsson, and Tronvoll (2015)	Strategic brand management: Archetypes for managing brands through paradoxes	To develops a framework of three strategic brand management archetypes that provide new insights into the complexity and often paradoxical ambiguity of branding.	Find that the firms create, reinforce, switch, or allow certain brand management archetypes to coexist to optimize specific effects and manage paradoxes and managerial perspective, the article suggests that understanding strategic brand management and related paradoxes is fundamental for organizations to achieve desired effects with their value creation.
Veljković and Kaličanin (2016)	Improving business performance through brand management practice.	To test of the brand management practices model in the following variables: brand-oriented approach, innovativeness, brand support activities, unique marketing offers, marketing channel relationships and brand performance measurement.	Finding that a link between certain variables of the model and companies' business performance by significant differences in terms of: brand-oriented approach, innovativeness, brand support activities, unique marketing offers, marketing channel relationships, brand performance measurement, brand barriers, company size, and specific business area of a key-brand.

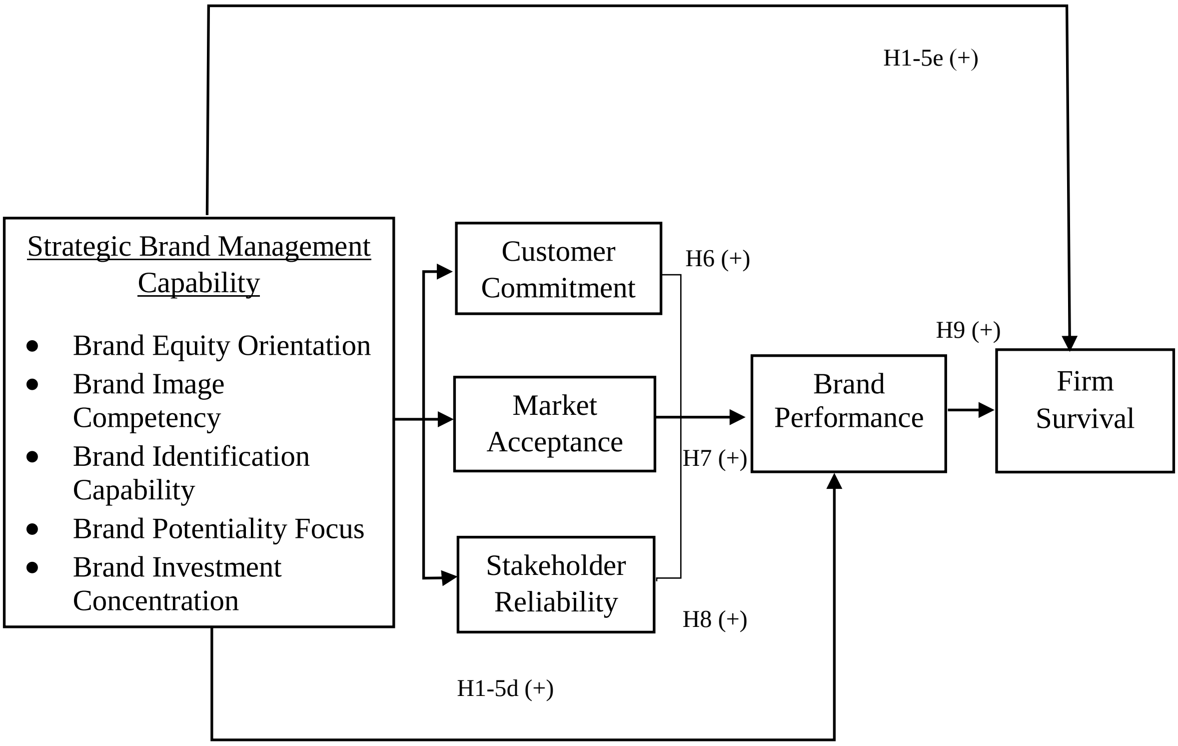
Table 5: Summary of Empirical Studies on Strategic Brand Management Capability (continued)

Author (s)	**Title**	**Key Issue Examine**	**Main Finding**
Erkollar and Oberer (2016)	Multidimensional dashboards for evaluating strategic brand management processes for multi-brand companies	To test the brand effectiveness and the whole strategic brand management process by dimensions developed of the strategic brand management process: brand equity, monitoring, brand awareness external and brand awareness internal.	The results show that the developed brand performance dashboard offers an opportunity to analyze brands, brand dimensions and the brand environment in a structured way.

The Effects of Strategic Brand Management Capability on Its Consequents

The following section investigates the effects of five dimensions of strategic brand management capability (SBMC) consisting of brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration on five consequents comprising customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival, as shown in Figure 2 below.

Figure 2: The Effects of Strategic Brand Management Capability on Customer Commitment, Market Acceptance, Stakeholder Reliability, Brand Performance, and Firm Survival



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Brand Equity Orientation

Strategic brand management is building a strong brand equity with both tangible and intangible attributes. Many academic researchers define brand equity by several meanings such as the study of Aaker (1991) which proposed that brand equity is a set of assets and liabilities linked to a brand, its name, and its symbol; which adds to, or subtracts from, the value provided to a firm and/or to a firm's customers through its products or services. It is grouped into five categories: brand loyalty, brand awareness, perceived quality, brand association, and other proprietary assets. Also, Urde (1999) proposed that brand equity reflects the degree of brand strength that is created from the brand-building processes, including awareness, association, and loyalty. Moreover, Yoo (1996) suggested that brand equity is seen as the outcome of long-term marketing efforts operated to build a sustainable, differential advantage relative to competitors. Besides, Hao et al. (2007) proposed that brand equity is appreciated as one of the most valuable, intangible assets held by most firms. All the researchers above have proposed that brand equity is assets linked to a brand; and the value provided to a firm, and/or to a firm's customers, through its products or services, by creating from brand-building processes. These include awareness, association, and loyalty; which is the perspective of the firm. In addition, Keller (1993) defines brand equity as the differential effect of brand knowledge on consumer response to the marketing of the brand. It is the perspective of the consumer about brand knowledge. Also, in marketing literature, brand management can also play a vital role in protecting brand equity (M'zungu, Merrilees, and Miller, 2010). Thus, brand equity is one of the most substantial concepts in brand management, as well as in business practice and academic research. (Kim et al., 2008).

Many researchers such as in the studies of Madhavaram, Badrinarayanan and McDonald (2005); and Hunt and Madhavaram (2006) define brand equity strategy as a set of processes which includes acquiring, developing, nurturing, and leveraging an effectiveness, enhancing the high equity of a brand. For example, the study of Madhavaram, and Hunt (2008) suggests that brand equity strategy leads to achieve competitive advantage and, thereby, superior financial performance. Firms should acquire, develop, nurture, and leverage an effectiveness-enhancing portfolio of brands. In fact, an accurate assessment of brand equity is an important part of strategic

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management. The study of Keller (2003) also concludes that in order for brand equity strategies to be successful, consumers must be convinced that there are meaningful differences among brands by continuously developing the product. Thus, developing and properly managing brand equity has been emphasized as an important issue for most firms (Hao et al., 2007). Because brand equity supports firms to gain or increase their cash flow to the business, it makes products different in order to lead to competitive advantages (Yoo et al., 2000; Aaker, 1991). The study of Tungbunyasiri, Jhundra-indra, and Sujchaphong (2014) defined 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, Therefore, this research defines brand equity orientation as the intention of a firm towards the process of continually creating, developing, protecting and improving a brand in order to maintain the customer-brand relationship that leverages an effectiveness-enhancing high-value for the brand (Hunt and Madhavaram, 2006; Madhavaram, Badrinarayanan, and Mcdonald, 2005; Merrilees, and Miller, 2010; Tungbunyasiri, Jhundra-indra, and Sujchaphong, 2014).

From the study of past research, brand equity has an effect on fulfilling the interests of the society since it is a means to developing a corporate credibility of being an organization with an ethical attitude toward all stakeholders (Godfrey et al., 2009). Aaker (1997) has suggested that a strong brand equity will have a large number of committed customers leading to frequent and continuous interaction and communication between customers and the brand owners. According to Ogunkoya, Shobayo, and Hassan (2015), brand equity has a positive impact on customer commitment because the firms realize the importance of relationship brand equity in their daily marketing activities. The study of Erkollar and Oberer (2016) found that brand equity has one dimension of brand management, which is increasing brand awareness within the organization and helping to develop new brands and sub-brands. The study of Archambault (2006) suggests that brand management helps increase market acceptance because brand management concepts increase consumer demand. Moreover, brand equity has a positive effect on adopting stakeholders, leading to better brand performance; and an executive believes that company performance is linked directly to stakeholders (Jones, 2005). The study of Ailawadi, Lehmann, and Neslin (2003) suggest

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that brand equity is reflected in the brand's performance in the marketplace. The main advantage of brand equity is its positive effect on brand performance (Chirani, Taleghani, and Moghadam, 2012). Although, Delgado-Ballester and Luis Munuera-Alemán (2005) and Dlacic and Kezman (2014) found that brand equity does not directly effect on market performance such as in customer commitment, market acceptance, stakeholder reliability, brand performance, and firm performance because building up strong brand equity rely on consumer's relationships and other stakeholder groups, not only branding from a corporate perspective. However, the study of Esch et al. (2006) argue that a positive correlation between brand equity and brand survival. Consistent with Wilcox et al. (2008) it was found that brand equity positively influences the likelihood that a brand will survive. Therefore, prior research shows that brand equity orientation has a positive impact on the consequents in this research.

Base on the aforementioned literature review, brand equity orientation plays an important role in the leverage of an effective enhancement of the firm. From the above-mentioned, it may be seen that it has effects on committed customers, leading to frequent and continuous interaction and communication. Market acceptance increases consumer demand, which can link directly to stakeholders, leading to better brand performance, and the likelihood that a brand will survive in a positive direction. Thus, brand equity orientation is hypothesized to be able to enhance customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. Hence, the first group of hypotheses are proposed as follows:

Hypothesis 1a: Brand equity orientation will positively relate to customer commitment.

Hypothesis 1b: Brand equity orientation will positively relate to market acceptance.

Hypothesis 1c: Brand equity orientation will positively relate to stakeholder reliability.

Hypothesis 1d: Brand equity orientation will positively relate to brand performance.

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Hypothesis 1e: Brand equity orientation will positively relate to firm survival.

Brand Image Competency

Researchers in the field of marketing who focus on the study of brand management (e.g., Aaker, 1996b ; Kapferer, 1997) argue that brand image is an essential part of powerful brands. Brand image plays a role in marketing. Many academic researchers define brand image by several meanings such as the consumer's perception of a brand that is reflected by the brand associations held in the consumers' memories (Keller, 1993; Herzog, 1963; Newman, 1957). Similarly, Levy (1978) suggests that brand image constitutes a series of pictures and ideas in people's minds that sum up their knowledge of a brand. The study of Gensch (1978) proposed that brand image, taken together, implies certain expectations of the customers; and the study of Dobni and Zinkhan, (1990); Howard (1994); and Aaker (1996a) propose that brand image is defined as the consumer's overall impression of the brand. According to Keller (2003), brand image is defined as the perceptions of a brand reflected by the brand associations in terms of attributes, benefits, and attitudes. Additionally, Raj (2014) defined brand image as the impression in consumers' minds of a brand's total personality about real and imaginary qualities and shortcomings. Moreover, Park, Jaworski, and Maclnnis (1986) have proposed that brand image is a strategic device for helping the brand concept to be implemented by means of an exercise in brand management. Thus, brand image is the perception of customers about creating the brand's total personality of a firm.

The study of Park, Jaworski, and Maclnnis (1986) has proposed that strategic brand image management specifies brand image as a condition and a company's financial performance (e.g. market share). The practice of brand image marketing should combine dynamic capabilities and market orientation, because it helps firm pick an appropriate brand image strategy, thus companies could be able to obtain and maintain long-term superior competitive advantages in marketing (Li and Wu, 2015). Also, Sanchez (1995) has suggested that competence is an ability to sustain and coordinate the deployment of resources in ways that promise to help the organization achieve its goal. The study of Sakkthive and Sriram (2013) has argued that the ability to build brand image by ability leads to the acceptance of consumers. Moreover, Keller

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(2010) has suggested that brand image is the ability to leverage good ideas quickly and efficiently, and is a uniformity of marketing practices. Thus, in this research, brand image competency is defined as the ability of a firm to create the dominant brand personality in terms of quality, attributes, benefits, and improvement to obtain and maintain long-term competitive advantages in marketing (Freling, Crosno, and Henard, 2011; Kishore, 2015; Li and Wu, 2015; Raj, 2014).

The literature review found that the competency of brand image leads to the creation of positioning about the product in the minds of customers, and it will lead to an increase in sales and profit. For example, the competency of the brand image is an important tool to determine the popularity of a product and service in the market (Raj, 2014). This capability affects customer confidence, which has proven empirical evidence that the brand image has a positive impact on customer commitment (Fornell et al., 2006; Ogba and Tan, 2009). In addition, Tu, Liu and Chang (2014) found that competency of brand image is significantly correlated with customer commitment. The study of Anantadjaya et al. (2015) found that competency of brand image significantly impacts market acceptance. When brand image competency is strong, it can be used to enhance a person's self-image, appeal to stakeholders, (Keller, 1993) and influence customers' purchase decisions, which has an impact on the corporation's financial revenue (Munoz, 2004). Brand image competency is the result of how a brand is perceived by various stakeholders, leading to reliability in a firm (Balmer and Greyser, 2002). In addition, De Chernatony and Harris (2000) mentioned that competency of brand image can enable a firm to achieve higher overall performance, including higher sales. In line with Roth, 1995; Tu, Liu, and Chang (2014) found that brand image competency has a positive effect on brand performance. Meanwhile, Ogba and Tan (2009) found that organizations are depending on brand image for survival in highly competitive environments. Therefore, prior research suggests that the ability of brand image has a positive impact on consequents in this research.

Based on the literature reviewed above, brand image competency highlights an important role in obtaining and maintaining long-term competitive advantages. From that mentioned above, it may be seen that it has effects on customer commitment confidence that leads to an increase in sales and profit, an important tool to determine market acceptance, appeal to stakeholder reliability which enables a firm to achieve

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higher overall brand performance, and firm survival in highly competitive environments. Thus, brand image competency is hypothesized to be able to enhance customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. Hence, the second group of hypotheses are proposed as follows:

Hypothesis 2a: Brand image competency will positively relate to customer commitment.

Hypothesis 2b: Brand image competency will positively relate to market acceptance.

Hypothesis 2c: Brand image competency will positively relate to stakeholder reliability.

Hypothesis 2d: Brand image competency will positively relate to brand performance.

Hypothesis 2e: Brand image competency will positively relate to firm survival.

Brand Identification Capability

Brand identification is two concepts between the organization and the consumer. In the organization's concept, brand identification is strongly linked to its logo, design, and colors adopted about the product and service of the firm (Piotrowski and Rogers, 2010). In addition, brand identity refers to the visible elements of a branded object (such as colors, design, logotype, name, and symbol) that collectively identify and distinguish the brand (Wymer, 2013). In the consumer's concept, many researchers define brand identification by several meanings such as in the study of Dutton et al. (1994) who defined brand identification as the degree to which a member defines oneself in terms of the organization, and that membership in the organization then shapes the self-concept. Brand identification is defined as the extent to which the consumer sees his or her own self-image as overlapping the brand's image (e.g. Sternberg, et al., 1987; Bagozzi et al., 2006). Brand identification is also known as self-image and self-connection (Sallam and Wahid, 2015). Furthermore, Hughes and

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Ahearne (2010) define brand identification as the degree to which a person defines his or herself by the same attributes that he or she believes defines a brand.

Academics stress that brand identification is a strategic tool for building the brands of a firm's unique brand (Aaker and Joachimsthaler, 2000; de Chernatony, 1999). Brand identification is brand strategy which makers should consider such as a product, person, organization and symbol (Aaker, 1997). Brand identification strategy means that relevant, brand-related knowledge is less likely to also be activated and retrieved from short-term memory during ad exposure (Mitchell, 2013). Brand identity is tangible in the senses. It is visual, physical, verbal and has the sensory aspects of a brand, consisting of all elements of brand identification. Brand identity unifies all those separate brand identification elements into a whole system. Through brand identity, people can recognize, tell the differences, and understand the meaning and big ideas behind a brand (Wheeler, 2013). Madhavaram, Badrinarayanan, and McDonald (2005) defined brand identity strategy as a set of processes that include the intergrade efforts of the brand strategists in (1) developing, evaluating, and maintaining the brand identity/identify, and, (2) communicating the brand identity/identities to all individuals and groups (internal and external to the firms), which are responsible for the firm's marketing communication. Brand identification is the sense of belonging or connection to a brand that stems from the elicited emotional response and congruence between self-identity and brand characteristics (Ahearne et al., 2005; Kim et al., 2001). In previous research, brand identity and brand identification capability have a similar meaning: it creates unique brands of the firm by identifying colors, design, logotype, name and symbol. In addition, Danciu (2010) has suggested that the product, the organization, the personality and the symbolic dimension of the brand identity could develop a great capability for many associations that could be attached to the brand. Therefore, in order to achieve greater efficiencies in brand identification, firms should focus on both concepts to be able to meet customer needs and create a competitive advantage.

A capability refers to the ability to deploy and coordinate different resources, usually in combination with using organizational processes, to affect a desired end (Grant, 1991; Amit and Schoemaker, 1993). Thus, in this research, brand identification capability refers to the ability of a firm to specify the characteristics of a brand such as

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colors, designs, logotypes, names, and symbols that together identify and distinguish the brand in consumers' minds (Kuenzel et al., 2008; Park et al., 2013; Wymer, 2013).

From the study of past research, Keller (2003) has claimed that the consumer's ability to identify the brand under different conditions should cause the organization to consider the suitability of the intended positioning against the brand's identity. Consistent with Janiszewski and Meyvis (2001), it has been suggested that logos often create value to customers by making brand identification easier and enabling faster decision-making. In addition, brand identification is conceptualized as a consumer who perceives a mentally strong link to a brand and identifies oneself symbolically and socially by purchasing and using a brand (Kuenzel et al., 2008). However, colors, designs, logotypes, names, and symbols can be more than simple tools for identification and differentiation. Brand identification is highly relevant to a richer understanding of brand management (Kuenzel and Halliday, 2008). Brand identification includes affective attachment to the brands, customers who are identified more effectively, and evaluation of the value of transactions with focal brands being more desirable. In the end, the brand identification improves perceived value and has a positive effect on perceived value (He et al., 2012; Shirazi et al., 2013). In line with Chaudhuri and Holbrook, 2001; He and Li (2011) have argued that brand identification could enhance customer satisfaction leading to customer commitment in two ways: by enhancing the perceived performance (as indicated by its effect on perceived value) and by more favorable overall appraisal due to affective attachment with the brand. Additionally, He et al. (2012) have found that a positive relationship between brand identification and customer satisfaction leads to customer commitment. In line with Park et al. (2013) it has been mentioned that a positive impact of the firm's brand identification is on customer commitment and performance. Also, Coleman et al. (2011) have suggested that brand identity should be perceived by its stakeholders to cause reliability in the firm. Moreover, researchers (Bendixen et al., 2004; van Riel et al., 2005; Leek and Christodoulides, 2011; Kotler and Pfoertsch, 2006) have found that brand identification has a positive and significant influence on market acceptance and brand performance. Meanwhile, Roy and Banerjee (2008) have suggested that brand, with a strong brand identity, has a significant effect on long-run survival and prosperity. Therefore, prior

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research suggests that the ability of brand identity and brand identification has a positive impact on the consequents in this research.

Based on the literature reviewed above, it may be seen that it has effects on increasing customer satisfaction leading to customer commitment, is perceived by its stakeholders to cause reliability, influences market acceptance and brand performance, and has a significant effect on long-run survival and prosperity. Thus, brand identification capability plays an important role in consumers' minds, and brand identification capability is hypothesized to be able to enhance customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. Hence, the third group of hypotheses are proposed as follows:

Hypothesis 3a: Brand identification capability will positively relate to customer commitment.

Hypothesis 3b: Brand identification capability will positively relate to market acceptance.

Hypothesis 3c: Brand identification capability will positively relate to stakeholder reliability.

Hypothesis 3d: Brand identification capability will positively relate to brand performance.

Hypothesis 3e: Brand identification capability will positively relate to firm survival.

Brand Potentiality Focus

Brand potential is revenue potential that is the total amount of money expected by the company for goods sold or services provided during a certain time period (Kuzhda, 2015). In addition, Keller and Lehmann (2009) offer a conceptual framework that views the long-term value of a brand as a function of the recognition and realization of brand potential through brand vision and brand actualization. Brand vision involves recognizing the inherent potential of a brand which is based, in part, on its current brand

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equity. Brand actualization is how well a firm is able to maximize brand performance based on its potential. Therefore, brand potential refers to the possible future success in a particular market of a particular brand of products (Dignen, 2000). In branding, brand potential is the ability to derive and maximize brand value (e.g., Morgan et al., 2002; Pant, 2005; Parkerson and Saunders, 2005; Rausch, 2008), or "adding value to products (i.e., processes)" (Gaggiotti et al., 2008:121). The study of Keller (2014) has found that it determines three important considerations in defining the potential of the brand: (1) articulating the brand vision; (2) defining the brand boundaries; and, (3) crafting the brand positioning. Besides, Chan, Peters, and Marafa (2015) suggest a three-dimensional approach to evaluate the brand potential, including: familiarity, favourability, and uniqueness. Past research has concluded that brand potential refers to possible future success in a particular market. Moreover, Kotler and Pfoertsch (2007) have suggested that current brand focus and the use of guiding principles can lead to improved business performance. As a result, this research defines brand potentiality focus as the concentration on a firm's competency in creating the brand as a strategy for successful brand sales in the future (Dignen, 2000; Hoeffler, Keller, 2003; Keller and Lehmann, 2009).

In addition, Bucklin, Gupta, and Han (1995) have suggested that a brand's potential to target its marketing action better than its competitors may provide a source of competitive strength to otherwise weak brands. Also, Pant (2005) has connected brand potential to getting known by the world, which implied awareness and familiarity of the brand. Especially, Forristal and Lehto (2009:213) have emphasized that brand potential is the ability of the resource to "uniquely represent a destination." The study of Keller and Lehmann (2009) describe that long-term brand value depends on how well a firm understands and recognizes the potential of a brand, as well as how well a firm capitalizes on that brand potential in the marketplace. Namely, brand potential determines if a particular type, theme, or resource is valuable to be branded as it leads to the success of a brand (Andersson, 2007). Meanwhile, brand potential is the value that possibly could be extracted from a brand via optimally-designed marketing strategies, programs and activities, which brand potential reflects what brand value could become; for example, in introducing different products and appealing to different customers in the future (Keller and Lehmann, 2009).

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Therefore, the ability to maximize brand potential will depend in large part on the skills of the firm to recognize and define the potential of the brand to begin with creating brand strategy. Moreover, brand potential is the analysis of strategic maximization of absorptive capabilities, is a reflection of the past, is a direction for the future, and is stipulating to the success of the firm. However, uncertainties may impede this capacity to realize its brand potential (Keller and Lehmann, 2009).Therefore, brand potential can be regarded as the ability to generate value out of that resource (Parkerson and Saunders, 2005; Rausch, 2008; Moilanen and Rainisto, 2009).

Prior researchers show that brand potential involves the market, stakeholders, and consumers, such as investors and the public sector (Wagner and Peters, 2009; Jacobsen, 2012; Braun et al., 2013). Brand potential reflects the extent to which current customers increase their spending and new customers are attracted to the brand, with either existing or new products (Keller and Lehmann, 2009). Doyle (1990) claimed that brand potential, which consists of anything that conceivably could be done to build customer preference and loyalty because of brand potentially, play a strong role in influencing customer commitment and market acceptance. Furthermore, brands that potentially lead to sustainable competitive advantage can be viewed as rare resources (Capron and Hulland, 1999). The firm's ability about brand potential has the influence to increase brand performance (Brexendorf, Bayus, and Keller, 2015). Moreover, Urde (1994) has mentioned that brand potentiality can gain a long-term competitive advantage, which for a growing number of companies, has become a strategy for the survival of the firm. Thus, brand potential reflects what brand value could become; for example, introducing different products and appealing to different customers in the future. Therefore, prior reviewed study suggests that brand potentiality focus has a significant impact on the consequents in this research.

Based on the aforementioned literature review, it may be seen that it has effects on building customer preference and loyalty, influencing enhancement of customer commitment and market acceptance, involves stakeholder reliability, increases brand performance, and can gain a long-term competitive advantage, which for a growing number of companies, becomes a strategy for survival. Thus, brand potentiality focus plays an important role in successful brand sales in the future. A brand potentiality focus implies that it will be able to enhance customer commitment, market acceptance,

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stakeholder reliability, brand performance, and firm survival. Hence, the fourth group of hypotheses are proposed as follows:

Hypothesis 4a: Brand potentiality focus will positively relate to customer commitment.

Hypothesis 4b: Brand potentiality focus will positively relate to market acceptance.

Hypothesis 4c: Brand potentiality focus will positively relate to stakeholder reliability.

Hypothesis 4d: Brand potentiality focus will positively relate to brand performance.

Hypothesis 4e: Brand potentiality focus will positively relate to firm survival.

Brand Investment Concentration

Brand investment is brand management that is focusing on investment in the brand for a competitive advantage based on the brand. Organizations need to invest in the brand which leads to identifying perceptions about corporate brand and loyalty programs (Aaker, 1992). Additionally, Rathakrishnan (2010) explained that a brand with a strong differentiation power can serve as a focal point around which to promote an enterprise’s products and services, develop their reputations, and thereby attract and maintain consumer loyalty. They are the essential reasons for justifying the investment of time, money and effort required to develop a successful brand. Likewise, Rusbult (1980) has suggested categorizing investments into two categories; namely, extrinsic and intrinsic investment. Extrinsic investment occurs when a previous interest from outside was associated with current behavior; while intrinsic investment is linked to the investment of resources spent, such as time and money. In addition, Park and MacInnis (2006) described that investment is resources such as money, time, and effort in the brand, and it comes from a marketing perspective. The brand investment stage represents the destination stage for any brand, whether an object, person, or place. For

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investments in corporate brand names and logos, sellers credibly commit themselves to always providing high and consistent quality in products and services (Erdem and Swait 1998; Erdem, Swait, and Louviere 2002). Brand investment refers to the efforts made by the businesses that affect the value of products and services in managing investments of a brand (Omar, 1998).

Furthermore, Matear, Gray and Garrett (2004) suggest that one of a firm's strategies is utility resources to invest in a brand for advantage, contributing to the superior performance of organizations. Brand investment strategy includes better consumer needs, maximizing market opportunities, and strengthening overall competitive positioning by investment management that leads to the brand's success (Davis, 2002). The firm focuses on the financial influence of brand investments on brand recognition capability and aims to predict future values, according to subjective estimates of brand managers (Backhaus, Steiner, and Lügger, 2011). Brand investment is key to marketing, which firms make brand investments to exhibit a commitment to their brands (Klein and Leffler, 1981). Moreover, Hammerschmidt, Donnevert, and Bauer, (2008) suggest that brand management achieves the best transformation of deployed brand investments (e.g., advertising spending) into brand outcomes by consumer-based and financial brand success. Hence, in this research, brand investment concentration is defined as the firm's attention in utilizing resources such as money, effort and time to develop brand value to make a profit and to have a competitive advantage (Huang and Xiong, 2010; Matear, Gray, and Garrett, 2004; Park and MacInnis, 2006).

The previous research found that brand investments must increase the level of the firm's cash flow and accelerate the speed of cash flow, extending its duration or reducing the vulnerability of these flows (Doyle, 2001). Moreover, it discovered that firm has many forms of investment activities and the efforts made by organizations to build relationships with customers. It is expected to impact customer commitment to the organization. Then, the customer has trust and intent to buy continuously (Moorman et al., 1993, Morgan and Hunt, 1994; Sirdeshmukh et al., 2002; Sargeant and Lee, 2004; and Wulf et al., 2001). Brand investments have a positive effect on a customer, leading to the commitment of making continuous purchases of a firm's product (Erdem and Swait 1998). Brand investment appears to contribute to specific advantages in terms of

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superior relationships and brand positions to generate increased revenue. Therefore, when a customer perceives the brand investment as significant, they are more likely to reciprocate the benefit they received from the brand's investment by exhibiting a strong engagement toward the brand, which customers could be persuaded to engage in when they perceive that the brand has significantly invested in building emotional and functional connections with them (Zainol et al., 2015). Besides, Matear, Gray and Garrett. (2004) found that brand investment contributes positively to customer commitment, performance, and market acceptance-related resources of advantage such as brand investment (whether an object, person, or place). Baldauf, Cravens, and Binder (2003) argue that brand investment contributes to the overall firm performance, and it is a central element of brand success. Moreover, Haxthausen (2009) found that brand investment has a significant effect on perceptions of employees, suppliers and other stakeholders. Gregory (2001) found that corporate brand investment has an effect on performance in terms of sales and cash flow. In addition, Shaver, Mitchell and Young (1997) suggest that a firm uses investment in a brand as an indicator of firm survival.

Based on the literature reviewed above, it may be seen that it has effects on organizations that build relationships with customer commitment and market acceptance, perceive the reliability of stakeholders, increases brand performance in sales and cash flow, and is an indicator of firm survival. Thus, brand investment concentration emphasizes an important role in making a profit and having a competitive advantage, implying that it will be able to enhance customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. Hence, the fifth group of hypotheses are proposed as follows:

Hypothesis 5a: Brand investment concentration will positively relate to customer commitment.

Hypothesis 5b: Brand investment concentration will positively relate to market acceptance.

Hypothesis 5c: Brand investment concentration will positively relate to stakeholder reliability.

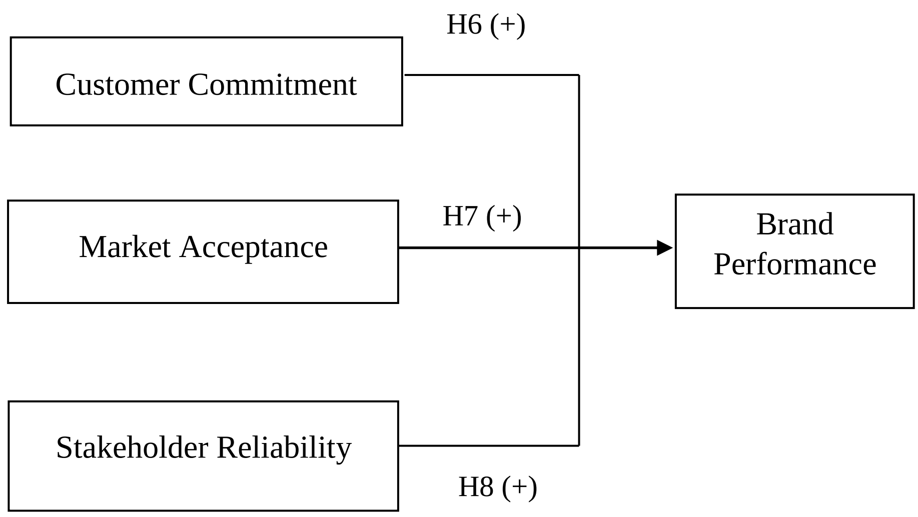
Hypothesis 5d: Brand investment concentration will positively relate to brand performance.

Hypothesis 5e: Brand investment concentration will positively relate to firm survival.

The Effects of Customer Commitment, Market Acceptance, Stakeholder Reliability on Brand Performance

This section investigates the effect of customer commitment**,** market acceptance, and stakeholder reliability on brand performance. These relationships are predicted as a positive influence as depicted in Figure 3

Figure 3: The Effects of Customer Commitment, Market Acceptance, and Stakeholder Reliability on Brand Performance.



<u>Customer Commitment</u>

Customer commitment is essential in establishing long-term successful relationships. Customer commitment has been described as the bonding of an individual to an organization (Mathieu and Zajac, 1990), and is conceptually similar to customer loyalty and involvement (Gundlach et al., 1995). Customer commitment is an attitudinal variable which involves an individual's beliefs and acceptance of goals and values of the organization, expression of genuine interest in the company's welfare, expenditure

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of considerable effort on its behalf, and desire to remain a consumer (Kelley and Davis, 1994). Customer commitment is an enduring attitude or desire for a particular brand or firm (Moorman, Zaltman, and Deshpande 1992). Customer commitment is an emotional or psychological attachment to a company (Kelley and Davis, 1994) or a brand (Lastovicka and Gardner, 1978); and is identified as a key factor to the success of the buyer-seller relationships (Dwyer et al., 1987; Gundlach et al., 1995; Morgan and Hunt, 1994). In addition, customer commitment is an exchange partner's willingness to maintain an important, enduring relationship (Chuwiruch and Ussahawanitchakit, 2013; Garbarino and Johnson, 1999; Hennig-Thurau et al., 2002). Garbarino and Johnson (1999) found that customer commitment influences the evaluation process of customers which leads to increasing strategic advantages such as the customer's repeat purchase. Ingram, Skinner, and Taylor (2005) suggest that customer commitment has an impact on satisfaction and future purchase intentions. In addition, customer commitment is a force that binds a consumer to one particular brand, which has implications for the decision to continue the relationship. (Meyer and Herscovitch, 2001; Bansal et al., 2004). Thus, in this research, customer commitment is defined as the firm's obligation to customers, both old and new, that increases the rate of return on the purchase (Garbarino and Johnson, 1999; Meyer and Herscovitch, 2001; Bansal et al., 2004).

In prior research, customer commitment has been found to be crucial, in a marketing sense, to reduce switching to improve customer loyalty and to enhance purchase intention and willingness to pay more for a service (Fullerton, 2003). Furthermore, committed customers are motivated to maintain the relationship because of a feeling of attachment and sincerity in their personal attitudes (Moorman et al., 1992). When a customer is committed to a brand or a company, it is highly likely that the customer will cooperate actively and will not easily be attracted to competitors, which in turn, will increase profits. Moreover, it can be expected that there is a positive relationship between customer commitment and brand performance. Commitment that is positively related to performance is critical to repurchase decisions in a relational exchange (Morgan and Hunt, 1994). In addition, one of the key drivers is customer commitment that has a significant effect on brand performance of the firm (Srivastava et al., 1998). Also, Jang et al. (2008) found that the mediating role of customer commitment has identified that this construct positively affects brand performance.

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Hence, prior research suggests that customer commitment has a positive impact on brand performance in this research.

Based on the literature reviewed above, it may be seen that it has effects on customer commitment and has been related to increased brand performance, leading to increasing profits. Thus, customer commitment plays an important role in increasing the rate of return on the purchases of customers. Customer commitment is hypothesized to be able to gain brand performance. Therefore, the illustrated relationship is hypothesized as shown below, and the sixth hypothesis can be stated as:

Hypothesis 6: Customer commitment will positively relate to brand performance.

Market Acceptance

In previous research, Yoon, Guffey, and Kijewski, (1993) suggest that the benefits of a strong image and reputation of products (goods and services) can create market acceptance by increasing customer repurchases. Acceptance refers to consumer preference for the products and images leading to a customer who is related to a set of alternatives (Spreng, MacKenZie, and Olshavsky, 1996).

This is consistent with the previous research of Preece, Fleisher, and Toccacelli (1995) who suggest that a higher rate of customer retention is enhanced when a firm gets market acceptance that relates to firm survival (Shrivastava and Siomkos, 1989). Acceptance is defined as the reaction of consumers in order to respond to product or brand image and price, including purchase interest, which will lead to repeat purchasing and loyalty (Salamoura, 2005). Several studies show that the benefits of a strong image and reputation of products and services can create market acceptance by increasing customer repurchases (Yoon, Guffey, and Kijewski, 1993), promoting a higher rate of customer retention (Preece, Fleisher, and Toccacelli, 1995), and helping a firm survive (Shrivastava and Siomkos, 1989).

Market acceptance is also defined as the intent to choose or the actual choice of new products or services (Chung and Holdsworth, 2009). Market acceptance refers to the well-known firm regarding its fabrication of new products, and has variety of products that are for customer needs and business change (Soni, 2007). Market acceptance depends on the quality of products and services, and the recognized

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reputation by customers in marketing activities (Chung and Holdsworth, 2009). Product or brand acceptance is product or brand loyalty, and the customer needs to repeat their purchasing (Uncles, Dowling and Hammond, 2003). Market acceptance means that a demand for the product is present and customers are willing to purchase the organization's product or service (Hanks, 2015). Numerous academic researchers define market acceptance by several meanings such as in the study of Dick and Basu (1994), and Robkob and Ussahawanitchakit (2009) who propose that market acceptance is market behaviors, confidence, loyalty, satisfaction regarding reputation, and image about the goods and services of the firm. Thus, in this research, market acceptance is defined as the firm’s reputation that is recognized for its excellent marketing management and superior quality of products and services (Chailom and Ussahawanitchakit, 2009; Chung and Holdsworth, 2009; Syers et al., 2012).

Prior research showed that market acceptance has a positive effect on marketing performance of the firm (Kanchanda, Ussahawanitchakit, and Jhundra-indra, 2012) because brand performance is driven by marketing performance in organizations, which affects market share, sales, and profit increase. Moreover, Patel (2014) mentions that brand management integration affects higher levels in market acceptance and firm performance. Likewise, Chailom and Ussahawanitchakit’s (2009) research revealed that market acceptance has a positive impact on firm performance. Therefore, prior research suggests that the ability of market acceptance has a significant impact on brand performance in this research.

Based on the literature reviewed above, it may be seen that it has effects on market acceptance that led to market share, sales, and profit increase. Thus, market acceptance plays an important role in recognizing marketing management and superior quality of products and services. Market acceptance is hypothesized to be able to gain brand performance. Hence, the seventh hypothesis can be stated as:

Hypothesis 7: Market acceptance will positively relate to brand performance.

<u>Stakeholder Reliability</u>

Reliability is an essential indicator of the public’s confidence because these industries will cause hazardous effects on a society if reliability is not met (Matiella, 2011). The concept of reliability is not only described at the firm level, but it can also be

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explained at the individual level, which exists in a stakeholder field. In terms of organizational stakeholders, it is defined as an individual or group that can affect or is affected by the achievement of a firm's objectives (Byrd et al., 2008). The relationship between a firm and stakeholders is reciprocal in terms of harm and benefit, as well as rights and duties (Neville et al., 2005). Meanwhile, stakeholders take action for reward or punishment.

Stakeholder credibility has the same meaning as stakeholder reliability (Prachsriphum and Ussahawanitchakit, 2009). Stakeholder credibility is credibility and acceptance by the public related to error, and is bias-free of the firm. Also, stakeholder reliability is the creditability and trust from the stakeholder, both internal and external, and the participation of those such as employees, customers, and community. (Waenkaeo, Ussahawanitchakit, and Boonlun, 2011). The stakeholder's reliability as an indicator of this likelihood defines reliability as the perceived stakeholder willingness to share relational assets. Stakeholder reliability determines the chances that potential future contributions (as indicated by the stakeholder's power and legitimacy regarding future issues) are captured (Vos and Achterkamp, 2015). Thus, in this research, stakeholder reliability is defined as the creditability and trust of stakeholders, both internal and external, of those such as employees, customers, and community based on the performance and activities of the firm (Waenkaeo and Ussahawanitchakit, and Boonlun, 2011).

Prior research suggested that stakeholder reliability is significant for corporate well-known, organizational images (Maines and Wahlen, 2006). Stakeholder reliability perceptions often result from factors including a firm's consistent product or service attributes. Entrepreneurs, therefore, must manage external perceptions of reliability (Guercini, 2003), especially if stakeholders value it more than other organizational characteristics like efficiency or innovativeness (Hannan and Carroll, 1995). However, the reliability of stakeholders is more likely to identify and respond to opportunities through new products, services and processes; and increase firm revenues that affect brand performance (Ayuso et al., 2006; Dangelico et al., 2013; Weerawardena, O'Cass, and Julian, 2006). Thus, a stakeholder reliability base would provide a more comprehensive perspective on brand performance. Prior research suggests that the

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ability of stakeholder reliability has a significant impact on brand performance in this research.

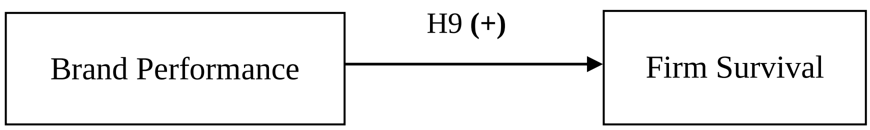
Based on the literature reviewed above, it may be seen that it effects on the reliability of stakeholders led to an increase of firm revenues. Thus, stakeholder reliability emphasizes an important role in creditability and trust about the performance and activities of the firm, while stakeholder reliability is hypothesized to be able to gain brand performance. Hence, the eighth hypothesis can be stated as:

Hypothesis 8: Stakeholder reliability will positively relate to brand performance.

The Effects of Brand Performance on Firm Survival

This section examines the relationships among brand performance and firm survival. These relationships are predicted as positive relationships as depicted in Figure 4.

Figure 4: The Relationships Among Brand Performance and Firm Survival



<u>Brand Performance</u>

Brand performance is the success of a brand within the market, which intends to measure the strategic achievements of a brand (Wong and Merrilees, 2008). Brand performance can be taken into account as a factor that corresponds to the evaluation of brand success in the markets and it can help the brands achieve their goals in the marketplace (O'Cass and Ngo, 2007a). In addition, brand performance can be viewed in terms of brand accessibility to the established goals of its organization (Hajipour et al., 2010). Brand performance forms the two concepts of brand market performance and brand profitability performance (Chirani, Taleghani, and Moghadam (2012). Brand market performance considers the market demands and evaluates the indices such as sales levels and market share. Also, brand profitability performance is an index of the financial share of a brand in relation to retailing profits, and is evaluated using the profit

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and the margin of profit (Baldauf et al., 2003). Additionally, brand performance, with some indices, is related to the evaluation of market behavior by considering the market share, price, distribution, and measurement by market share that often provides a widespread and sensible reflection of the condition of a brand or its customers (Aaker, 1996). Brand performance is related to brand financial performance (Hajipour et al., 2010), manifested in the financial share of a brand (Chirani et al., 2012). Brand performance can also be seen in the brand achieving the organization's established objectives for it in the marketplace (O'Cass and Weerawardena, 2010). Brand performance is the relative measurement of the brand's success in the marketplace (O'Cass and Ngo, 2007a). In this research, brand performance is defined as the brand succeeding the organizations' established aims in the marketplace (Keller and Lehmann, 2003; O'Cass and Ngo, 2007a).

In the past, the literature measured performance in various ways. Building a strong brand and enhancing its performance is perceived of as one of the most crucial factors in establishing the core competence and long-term survival of a firm (Aaker, 1991). Brand performance can be measured through market share (Chirani et al., 2012; Ngo and O'Cass, 2008), growth rate of sales, profitability (Hajipour et al., 2010; O'Cass and Ngo 2007a), and overall financial performance (Wong and Merrilees, 2008). Also, sales volume is used as a performance measurement (Ngo and O'Cass 2008). Lai et al. (2010) described that measure performance is based on sales growth, market share, margin, and overall performance. According to Viswanathan and Dickson (2007), corporations that possess a high degree of market power and core competencies would be in a better position of sustainable competitive advantage that supports firm survival. Previous research has shown that performance has a positive impact on survival (Delios and Beamish, 2001). Marketing performance is positively related to firm survival (Akkrawimut and Ussahawanitchakit, 2011). Moreover, Aaker and Biel (2013) found that brand performance is necessary for competitive survival and continued profitability. Therefore, a prior-reviewed study suggests that brand performance focus has a significant impact on firm survival in this research.

Based on the literature reviewed above, it may be seen that it has had effects on brand performance which is necessary for competitive survival and continued profitability. Thus, there is the likelihood that brand performance will be in the positive

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direction. Brand performance plays an important role in the success of organizations. Brand performance is hypothesized to be able to gain firm survival. Hence, the ninth hypothesis is proposed as follows:

Hypothesis 9: Brand performance will positively relate to firm survival.

Firm Survival

Firm survival refers to the ability to manage in an uncertain competitive environment during a period of time (Persson, 2004). Survival is a prerequisite for market success and profitability (Lieberman, 1990; Dunne et al., 1989). Meanwhile, 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). In addition, firm survival is the status of the organization that has gained satisfactory performance in the past, continues to the present, and is expected to extend to be better in the future (Namwong, Jhundra-indra, and Raksong (2016). Firm survival requires maintaining a balance between flexibility and stability within the external environment (Boal and Schultz, 2007). In this research, firm survival refers to the status of the organization that has gained a satisfactory performance in the past, continues to the present, and is expected to extend to be better in the future (Boal and Schultz, 2007; Namwong, Jhundra-indra, and Raksong, 2016).

The literature that analyzes firm survival suggests emphasizing firms that were more likely to survive in business environments at that time, such as in the growth rate of sales volume, market share, and continual business growth (Eckert and West, 2008; Esteve-Perez and Manez-Castillejo, 2008; Sapienza et al., 2006). Firm survival needs to operate strategy success by providing characteristics as being congruent with a dynamic environment, and is an important factor with a variety of activities (Santarelli and Vivarelli, 2007). Firm survival depends on both internal factors such as capabilities, strategy, culture and external factors (Brody, Signh, and Harel, 1997; Hitt, Ireland, and Lee, 2000; Pisano, 2006). Additionally, Clarkson (1995) believed that firm survival depends on the ability of its managers to create sufficient wealth, value, or satisfaction. In intensive competition, firms must develop several strategies that incorporate firm capabilities to ensure that they can survive in competitive situations (Pansuppawatt and

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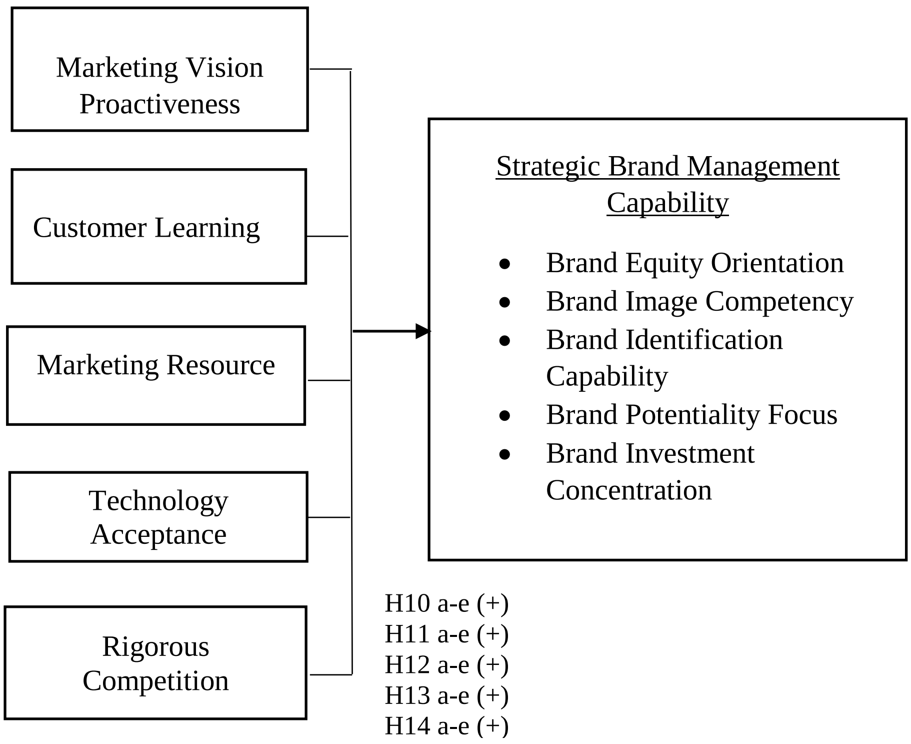
Ussahawanitchakit, 2011). However, strategies which cause best practices lead to greater firm survival (Anderson and Lanen, 1999).

The Effects of Antecedents on the Dimensions of Strategic Brand Management Capability

This section delineates the effect of five antecedents including marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition on the five dimensions of strategic brand management capability consisting of brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration as presented in Figure 5 below.

Figure 5: The Effects of Five Antecedents on Five Dimensions of Strategic Brand Management Capability



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Marketing Vision Proactiveness

Marketing vision proactiveness relates to strategic brand management capability. It is involved with looking forward to action for creating competitive advantage by inducing a change in market structure and the behavior of external stakeholders (Charpavang and Ussahawanitchakit, 2010). Marketing vision proactiveness combines words from marketing vision and proactiveness so that it is the main concept in this research.

Market vision helps the organization to focus on a new market expansion for a progressive technology during the uncertainty of the new product development process. Marketing vision is a clear and specific mental model or image that organizational members have of a desired and important product-market for a new technology (Reid and de Brentani, 2010). Prior research reveals that businesses involved in the growth of radically new, high-technology products must develop a marketing vision capability to enhance effective marketing vision. These competences, similarly, have been found to have a positive influence on businesses performance (Reid and de Brentani, 2012).

Moreover, vision gives intention through describing what should be generated in the future (Taudes, Trcka, and Lukanowicz, 2002). Especially, vision is vital for a manager in judgment and problem-solving within an unpredictable, changing environment (Posavac, Kardes, and Brakus, 2010). Moreover, 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). In addition, vision is commonly defined as an idealized goal to be achieved in the future (Kirkpatrick, Wofford and Baum, 2002), or an ideal and unique image of the future that articulates the value, purpose, and identity of its followers (Ruvio, Rosenblatt and Hertz-Lazarowitz, 2010). Vision acts as a guiding idea that expresses both inspiration and a sense of what firms need to achieve (Mintzberg, Ahlstrand, and Lample, 1998). Besides, 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). Organizations use vision for planning methods in achieving objectives and goals (Özmen and Sümer, 2011).

Additionally, proactiveness is the ability of firms to respond to opportunities which stem from dynamic environments where conditions are rapidly changing

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(Lumpkin and Dess, 2001). Moreover, proactive vision involves various components, including strategic planning, strategic plan-making, continuous quality improvement, meeting customer needs, collaborating with others, and consolidating referral bases (Johnsson, 1991). Also, proactiveness vision is 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). Thus, in this research, marketing vision proactiveness is defined as the process of assigning potential goals that lead firms to achieve in predicting marketing opportunities (Intarapanich and Ussahawanitchakit, 2011; Lumpkin and Dess, 2001).

From past research, in an uncertain environment, marketing vision proactiveness has relevance with change-oriented behaviors, proactive adaptation of an organization, and inducement to increasing collaboration in work (Knemeyer, Zinn, and Eroglu, 2009; Griffin, Parker, and Mason, 2010). Moreover, prior literature has found that proactive marketing vision has a significant and positive effect on brand equity orientation (Tungbunyasiri and Ussahawanitchakit, 2014). Also, Hatch and Schultz, (2001) argue that marketing vision supports brand identity, and is integrated at all company levels that evolves with customer change. Thereby, marketing vision proactiveness has several benefits to a firm. Therefore, prior research suggests that marketing vision proactiveness focus has a positive impact on dimensions in this research.

Based on the literature reviewed above, it may be seen that it has effects on marketing vision proactiveness which plays an important role in assigning potential goals that lead firms to achieve. Thus, marketing vision proactiveness is hypothesized to be able to gain brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. Hence, the tenth group of hypotheses are proposed as follows:

Hypothesis 10a: Marketing vision proactiveness will positively relate to brand equity orientation.

Hypothesis 10b: Marketing vision proactiveness will positively relate to brand image competency.

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Hypothesis 10c: Marketing vision proactiveness will positively relate to brand identification capability.

Hypothesis 10d: Marketing vision proactiveness will positively relate to brand potentiality focus.

Hypothesis 10e: Marketing vision proactiveness will positively relate to brand investment concentration.

Customer Learning

Customer learning is defined as firms' abilities to learn and understand the current and future set of customers' behaviors, potential needs, and preferences in order to effectively respond to them and continuously discover additional needs of which customers are not aware (Narver and Slater, 1990). Moreover, customer learning refers to a process of continuously improving actions through better knowledge and understanding of customer needs (Cummings and Worley, 1997; Fiol and Lyles, 1985). Besides, customer learning helps firms learn and evaluate the possible segment, the importance of market, and its possible growth rate (Gatignon and Xuereb, 1997). Also, learning is important to firms. In addition, learning is a cause of customer knowledge creation that leads to creating a competitive advantage in business (Murillo and Annabi, 2002; Winer, 2001). A customer orientation that focuses on the understanding of customer needs responds to their needs and creates superior customer value (Jumpapang and Ussahawanitchakit, 2012).

Prior research has emphasized that customer learning is necessary and is expected in contexts characterized by technically complex goods and services, and new markets (Meuter et al., 2005; Mittal and Sawhney 2001). Firms with a high level of customer learning are more likely to be better in communication, analysis, interpretation, and understanding of customer information regarding their needs; so, it results in effective customer responses (Phokha and Ussahawanitchakit, 2011). Firms must continuously attempt customer learning that leads to getting valuable customer knowledge, and firms need to observe and work closely with customers (Olson, Slater, and Hult, 2005). From the customer learning perspective, customer learning refers to the continuous process of managing customers and understanding customer needs which are

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used for creating superior customer value (Cummings and Worley, 1997; Fiol and Lyles, 1985; Jumpapang and Ussahawanitchakit, 2012). In this research, customer learning refers to the potential capability of firms to understand customer needs, preferences, and discover additional needs of customers that are unknown in order to generate excellent value for customers (Feng et al., 2012; Luangsakdapich and Ussahawanitchakit (2015); Combe and Greenley, 2003).

Prior research showed that customer learning may help the business to understand customer needs, create new products and services, and reduce the launch time of new products and services (Feng et al., 2012; McEvily and Marcus, 2005). However, Payne et al. (2009) argue that organizational learning is explicitly tied to customer learning in the context of brands. In addition, Van Osselaer (2000) argues that the learning process enhances brand equity. Erdem et al. (1999) suggest that a firm focus on customer learning about attribute perceptions, tastes, choice sets and decision rules, affects brand equity. Furthermore, Zahay and Griffin (2004) have suggested that a marketing database about customer learning has significant brand investments for business marketers, because these investments can improved relationships with customers, and ultimately business growth. Therefore, prior-reviewed study suggests that customer learning focus has a significant impact on dimensions in this research.

Based on the literature reviewed above, it may be seen that it has effects on the customer learning process that enhances brand management. Thus, customer learning emphasizes an important role in understanding customer needs in order to generate excellent value for customers. Customer learning is hypothesized to be able to gain brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. Hence, the eleventh group of hypotheses are proposed as follows:

Hypothesis 11a: Customer learning will positively relate to brand equity orientation.

Hypothesis 11b: Customer learning will positively relate to brand image competency.

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Hypothesis 11c: Customer learning will positively relate to brand identification capability.

Hypothesis 11d: Customer learning will positively relate to brand potentiality focus.

Hypothesis 11e: Customer learning will positively relate to brand investment concentration.

Marketing Resource

Marketing resource refers to the strategic resource of an organization that is fruitful for both tangible and intangible resources (Barney, 1991). In addition, marketing resource refers to characteristics of: tangible or intangible, bodily or human, and intelligent or relational, that can be mobilized by the company to complete a competitive advantage in its markets (Hooley et al., 2005). Resources are important in every firm. Moreover, Barney (1991) defined resources as a bundle of assets, capabilities, organizational processes, firm attributes, information, and knowledge. The different resources are able to link capability development with an alliance in achieving goals together (Hsu, Chen, and Jen, 2008). Past research found that resources can affect the success or failure of companies such as human resources that are comprised of knowledge, skills and experience which can make all employees of the company to become the source of corporate information systems and processes surrounding the company's strategic marketing and other functions of the structure and culture (Spillan and Parnell, 2006).

The firm is able to transfer marketing resources to other departments in which these marketing resources can be used immediately to increase potential operations effectively (Bharadwaj, Varadarajan, and Fahy, 1993). The firm provides marketing resources by its different materials from competitors in the same industry, developing innovation, and learned marketing for better planning (Day, 1994). Accordingly, marketing resource refers to a firm’s ability to allocate marketing resource’s existence to maximize benefits and create a firm's distinguishability in the competition (Tzokas, Saren, and Brownlie, 1997). Besides, marketing resource has a specific influence on improving unique products to deliver for customer preference (Hooley et al., 2005). Marketing resource exists when firms have abundant and sufficient resources to

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combine with assets and capabilities of resource strategies (Srivastava, Fahey, and Chritensen, 2001). Also, marketing resources are vital to the ability of the company. In this research, marketing resources is defined as the extent to which a firm possesses knowledge and internal resources related to marketing management (Ngo and O'Cass, 2012; O'Cass, Ngo and Siahtiri, 2015).

Prior research has shown that the firm's marketing resources have importance to the value of brands (Amit and Schoemaker, 1993). Additionally, Keller (1993) suggests that marketing resources are important to intangible resources such as brands. Also, Capron and Hulland (1999) found that marketing resources are significantly related to a firm's investment such as brand. Moreover, Wang and Sengupta (2016) found that marketing resource has significant effects on brand equity for organizational performance. The research of Angulo-Ruiz et al. (2014) found that the deployment of marketing resources achieves the ultimate objectives of customer satisfaction and brand equity. In addition, the resource is a significant contributor to positively affect brand image in support of the organization (Faircloth, 2005). Hence, prior-reviewed study suggests that marketing resource focus has a significant impact on dimensions in this research.

Based on the literature reviewed above, it may be seen that it has effects on marketing resources which have importance for the value of brands, and plays an important role in resources related to marketing management such as brand. Thus, marketing resource is hypothesized to be able to gain brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. Hence, the twelfth group of hypotheses are proposed as follows:

Hypothesis 12a: Marketing resource will positively relate to brand equity orientation.

Hypothesis 12b: Marketing resource will positively relate to brand image competency.

Hypothesis 12c: Marketing resource will positively relate to brand identification capability.

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Hypothesis 12d: Marketing resource will positively relate to brand potentiality focus.

Hypothesis 12e: Marketing resource will positively relate to brand investment concentration.

Technology Acceptance

Technology is an important factor that can lead to product breakthroughs (Kotler and Keller, 2007). In the marketing strategy review, technology is the one dimension of environmental analysis, which is technological trends or technological events occurring outside the market that have the potential to impact strategies (Aaker, 2001b). Likewise, Hunt and Morgan (1995) explain that the role of environmental factors, including technology and competition, only influence conduct and performance. Technology can be leveraged to gain a competitive advantage.

Previous research found that technology has an impact on brand management as follows: product innovation, convergence of product-markets, and time-based competition (Shocker, Srivastava, and Ruekert, 1994). Yeung and Wyer (2005) stated that technology acceptance can trigger affective reactions of the employee to optimize the process of brand management of an organization. Consistent with the study of Christodoulides et al. (2006), it was found that the acceptance of technology supplements the rational evaluation of the functional and technical performance of strategic brand management. Moreover, technology orientation is also characterized by the degree of commitment to R & D, acquisition of new technologies and applications of the latest for the operations in the firm (Gatignon and Xuereb, 1997). It is also about using, advancing, and transferring technologies that will be used in those processes. Those technology-based applications are more likely to lead a firm to increase its speed in production, provide cost advantages, and support timely information for decision-making. On the other hand, comprehensive technology orientation that is noticing a promising or accepted technology, imitates and adopts it into the firm processes and/or production functions in order to be competitive beyond creating new technologies (Halac, 2015). In addition, the technology acceptance model was proposed by Davis (1989) who explains the potential user's behavioral intention to accept technology innovation. Moreover, technology acceptance is defined as the willingness of potential

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users to apply technology to support their work (Helmreich, 1987). Also, Rhee (2004) suggests that this operation defines technology acceptance with three dimensions: a user's satisfaction with technology characteristics, perceived usefulness, and ease of use. Therefore, in this research, technology acceptance is the beliefs, attitudes, and intentions of an organization to adopt technology into the processes of a firm (Burton-Jones and Hubona, 2006; Rhee (2004).

Researchers from organizational behavior, economics, and marketing have examined the determinants of new product and technology acceptance with mixed success. From the corporate perspective, this knowledge should ultimately reduce uncertainty when considering technologies accepted for product development programs, and develop a model that would enable understanding at the individual user level of the technology-acceptance, decision-making process (Van Ittersum et al., 2006). Moreover, technology acceptance has emerged as a powerful way to represent the antecedents of system usage through beliefs, and the impact on brand management (Davis et al., 1989). However, Morgan-Thomas and Veloutsou (2013) argue that a firm's technology acceptance provides a more complete understanding of a brand. The study research of Shocker, Srivastava, and Ruekert (1994) suggests that it is particularly valuable when access to the latest technology is part of the brand equity that is of value to the business customer. Technology acceptance has a significant effect on brands identified with ease of use, compatibility, relative advantage, and complexity (Venkatesh et al., 2003). Besides, technology is an opportunity, while creating new capabilities for the brand manager, and also providing a need for new skills and a different vision. Thus, prior-reviewed study suggests that technology acceptance focus has a significant impact on the dimensions in this research.

Based on the literature reviewed above, technology acceptance emphasizes an important role in the adoption of technology into the processes of a firm. Acceptation of technology can support the rational evaluation of the functional and technical performance of strategic brand management. Therefore, technology acceptance is hypothesized to be able to gain brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. Hence, the thirteenth group of hypotheses are proposed as follows:

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Hypothesis 13a: Technology acceptance will positively relate to brand equity orientation.

Hypothesis 13b: Technology acceptance will positively relate to brand image competency.

Hypothesis 13c: Technology acceptance will positively relate to brand identification capability.

Hypothesis 13d: Technology acceptance will positively relate to brand potentiality focus.

Hypothesis 13e: Technology acceptance will positively relate to brand investment concentration

Rigorous Competition

Competition is used to describe the contexts of organizations, as when one refers to the neoclassical economic notion of competitive markets (Stigler, 1968). In general, competition in industry, resulting in a rapid change of competitive environment that businesses are facing, is becoming rigorous in competition. Both new and established players struggle to provide value to clients in increasingly transparent markets (Bartek et al., 2007). Also, Porter (1980) introduced the construct into management via the notion of industry structure. Competition context is one in which organizations are likely to find themselves in zero-sum relationships with one another, directly or indirectly. For instance, competition is stronger among “structurally equivalent” organizations (Burt, 1992) or among organizations within a given “niche” (Hannan and Freeman, 1989). Both terms refer to contexts in which it is more probable that organizations will vie for the same pool of resources (Barnett, 1997). Competition is a cornerstone of economic life because it promotes efficiency in various contexts (Bartling, et al., 2009).

Many researchers have proposed that competitive intensity refers to the extent to which a firm faces competition in a market (Jaworski and Kohli, 1993). Similarly, competitive intensity can be defined as a situation where the competition is volatile due

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to the presence of numerous competitors and the lack of potential opportunities for further growth (Auh and Menguc, 2005). Competition intensity can be defined as the magnitude of effect that an organization has on its rivals' life chances (Barnett, 1997). The attributes of competitive intensity analysis comprise five competitive forces: intensity of rivalry, supplier power, threat of new entrants, threats of substitutes, and buyer power; which in turn, influence firm performance via firm characteristics (Porter, 1980). The rigorous competition in acquiring the best talents has called for an imminent war for talent. From the meaning above, competitive intensity and rigorous competition have similar implications which are the degree to which the firm faces competition in a market. Therefore, in this research, rigorous competition is defined as the violent rivalry which influences the degree to which emulation in business causes a firm to face at present (Kohli and Jaworski, 1990; Zhao and Cavusgil, 2006).

In addition, Bartek et al. (2007) proposed that focus on brand management helps companies create value in an environment that is plagued by rigorous competition. It keeps investments directed toward select areas that help sustain comparative advantage. Also, Caves (2000) suggested that rigorous competition, given an inevitably highly-concentrated market structure and the rigor of competition, increases among rivals, given the costs of structure and market size. Therefore, 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). In addition, rigorous competition is considered for this attribute in that it is interconnected with the economic life of the brand and is adopting this new brand management perspective that is essential in today's competitive environments characterized by very similar commercial goods and services, the rapid imitation of innovations, and a rigorous competition (Santos-Vijande et al., 2013). However, Deepa and Chitramani (2013) mention that rigorous competition has an effect on companies that need to take up brand-building strategies seriously, because branding is considered as one of the important means in establishing and maintaining competitive advantage by most of the companies in various industries. Additionally, Nath, Nachiappan, and Ramanathan, (2010) argue that in a competitive business-to-business environment like logistics, investing in building brand equity in the market is extremely important. Therefore,

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prior-reviewed study suggests that rigorous competition focus has a significant impact on dimensions in this research.

Based on the literature reviewed above, it may be seen that it has effects on rigorous competition which can apply a more strategic brand approach to marketing activities, and plays an important role in the degree of emulation in business. Thus, rigorous competition is hypothesized to be able to gain brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. Hence, the fourteenth group of hypotheses are proposed as follows:

Hypothesis 14a: Rigorous competition will positively relate to brand equity orientation.

Hypothesis 14b: Rigorous competition will positively relate to brand image competency.

Hypothesis 14c: Rigorous competition will positively relate to brand identification capability.

Hypothesis 14d: Rigorous competition will positively relate to brand potentiality focus.

Hypothesis 14e: Rigorous competition will positively relate to brand investment concentration.

The Moderating Effects of Strategic Brand Management Capability

This section explores the influences of the moderating effects of innovation culture. The moderator of innovation culture moderates the effect of the five antecedents (marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition) on the five dimensions of strategic brand management capability (brand equity orientation, brand image competency, brand

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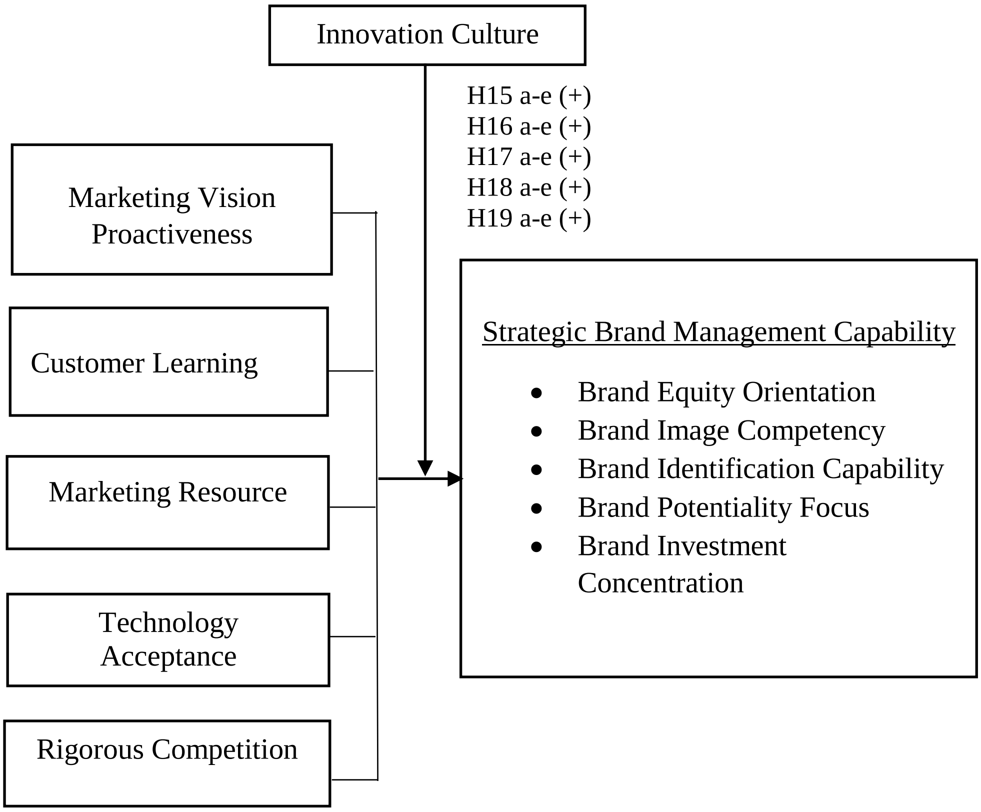
identification capability, brand potentiality focus, and brand investment concentration) as presented in Figure 6.

Figure 6: The Roles of Innovation Culture as a Moderator



Innovation Culture

The moderator in this model of strategic brand management capability is innovation culture. O'Cass and Ngo (2007a) identified that innovation culture is one type of organizational culture. An organizational culture is a cohesive force that leads its members to share values, social ideals, and beliefs (Pettigrew, 1979). Organizational culture can be defined as the personality of the organization, as well as the strategic business unit which is composed of the assumptions, values, beliefs, attitudes, and behaviors of organizational members (Schein, 2004). Also, innovativeness has a strong link to firms that need to have an innovation culture to engage in innovative behavior (Hult et al., 2004; Menor and Roth, 2007). In fact, innovativeness "implies a firm being proactive by exploring new opportunities rather than merely exploiting current

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strengths” (Menguc and Auh, 2006: 65). In addition, innovativeness may help firms to recognize the importance of the brand, not only for the successful commercialization of innovations, but also as a valuable tool to adapt new services more closely to customer demands, since the brand lends credibility and security (Aaker, 2007).

For business to find that innovation comes from internal development efforts, and tries to act upon the market or respond in anticipation, the innovation culture assumes that successful innovation requires an adequate understanding of the market's behavior and potential response (O'Cass and Ngo, 2007a). One conceptualizes organizational dynamism as the perceived changes in organizational actions (Sinkula, Baker, and Noordewier, 1997), such as in the development of new products and innovation in production and product/service quality (Zhou, Tse, and Li, 2006), as well as in business relationships with other firms. Innovation culture is the strategic business unit level that embraces innovation, growth, and new resources; and highly values flexibility, adaptability, creativity, risk-taking, and entrepreneurship (Deshpande, Farley, and Webster, 1993; O’Cass and Ngo, 2007a). Moreover, innovation culture is more likely internally-focused and competitive-advantage seeking, since it encourages openness to new ideas and cultivates internally-based capabilities to successfully adopt new ideas, processes, or products (Hurley and Hult, 1998). In addition, Jaskyte and Dressler (2005) asserted that organizational innovation culture can influence member creativity, behavior, and commitment; and increase organizational ability to achieve valued innovative goals due to the clear understanding of organizational objectives by employees and their commitment to achieving such objectives. Innovation culture is a firm’s orientation toward experimenting with new alternatives or approaches by exploring new resources, breaking through existing norms, and creating new products to improve its performance (Ireland et al., 2006). Besides, innovation culture is one way of thinking and behavior which creates, develops and establishes an organization's values and attitudes; and involves the acceptance and supporting of ideas and improving changes in performance and efficiency of the company (Salajegheh, Farzan, and Gheisari, 2014). Furthermore, innovation culture refers to the shared common values, beliefs and assumptions of organizational members who can facilitate the product innovation process (Martín-de Castro et al., 2013). Moreover, innovation culture is a means for being proactive and seeking changes in an organization and its brands

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(O'Cass and Ngo, 2007a). Thus, in this research, innovation culture is defined as the orientation of the firm to advocate an organization's values and attitudes, and involves the acceptance and supporting of new ideas and improving changes in an organization and its brands (O'Cass and Ngo, 2007a; Salajegheh, Farzan, and Gheisari, 2014).

In prior research, the study of Schroeder (2009) believes that innovation cultural codes are able to limit the way brands create value. Innovation culture enables the organization to create opportunities through guiding the market and the means at hand such as the brand (O'Cass and Ngo, 2007a). Also, Hajipour et al. (2010) believe that an innovation culture is a kind of adaptive and external positioning since it emphasizes innovation, and cultivates internally-based capabilities in order to accept new ideas, processes, products, and brands. It reflects the level of variability in, and predictability of the firm's strategic decisions or positions in the areas of technological innovation, product development, and product quality over time. In particular, an innovation culture encourages experimentation with new alternatives for better product management and development (Ireland et al., 2006). The firm's innovation culture is innovativeness that reflects whether the organization is in favor of developing and/or adopting innovations or alternatively resisting this process (Hurley and Hult, 1998).

However, in a firm with a high innovation culture, greater possibilities exist for research on, and implementation of new technologies, new procedures for product development, and new organizational structures and routines, which make employees feel that their firms are full of vitality (Zhou et al., 2005). They are more likely to perceive high levels of organizational dynamism. An innovation culture facilitates experimentation with new alternatives. Innovations in materials, technologies, services, resources, skills, procedures, and other practices increase the likelihood of positive employee perceptions of firm performance. Likewise, several research studies have highlighted that there is the positive, such as Santos-Vijande (2013) who found that innovation culture has a positive effect on brand management because the results show that innovation culture is clearly critical for the development of an adequate strategic brand management. Moreover, Chen et al. (2012) mention that innovation culture may play a role as an enhancer, which represents a positive moderating effect on the innovative of an organization. Previous research found that brand management was driven by both internal and external environments (O'Cass and Ngo, 2007a). From

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examples about the internal environment, Lee, Yoon, Lee, and Park (2009) found that innovation culture may play a key role in the relationship between technological and product innovation. Moreover, in the external environment, O'Cass and Ngo (2007b) found that the perceived competitive intensity of the industry influences a firm's level of innovation culture which positively influences brand performance. Furthermore, it also found that it can be a stimulus to have better strategic brand management (Santos-Vijande, 2013). Therefore, innovation culture is significant for being a moderator between the antecedent and strategic brand management capability.

Based on the literature reviewed above, it may be seen that it has effects on innovation culture which plays an important role in improving changes in an organization and its brands. Therefore, innovation culture is predicted to be likely to promote firms to achieve their brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. Thus, several hypotheses are proposed as follows:

Hypothesis 15a: Innovation culture positively moderates the relationships between marketing vision proactiveness and brand equity orientation.

Hypothesis 15b: Innovation culture positively moderates the relationships between marketing vision proactiveness and brand **image competency.**

Hypothesis 15c: Innovation culture positively moderates the relationships between marketing vision proactiveness and brand identification capability.

Hypothesis 15d: Innovation culture positively moderates the relationships between marketing vision proactiveness and potentiality focus.

Hypothesis 15e: Innovation culture positively moderates the relationships between marketing vision proactiveness and brand investment concentration.

Hypothesis 16a: Innovation culture positively moderates the relationships between customer learning and brand equity orientation.

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***Hypothesis 16b: Innovation culture positively moderates the relationships between customer learning and brand* image competency.**

Hypothesis 16c: Innovation culture positively moderates the relationships between customer learning and brand identification capability.

Hypothesis 16d: Innovation culture positively moderates the relationships between customer learning and potentiality focus.

Hypothesis 16e: Innovation culture positively moderates the relationships between customer learning and brand investment concentration.

Hypothesis 17a: Innovation culture positively moderates the relationships between marketing resource and brand equity orientation.

***Hypothesis 17b: Innovation culture positively moderates the relationships between marketing resource and brand* image competency.**

Hypothesis 17c: Innovation culture positively moderates the relationships between marketing resource and brand identification capability.

Hypothesis 17d: Innovation culture positively moderates the relationships between marketing resource and potentiality focus.

Hypothesis 17e: Innovation culture positively moderates the relationships between marketing resource and brand investment concentration.

Hypothesis 18a: Innovation culture positively moderates the relationships between technology acceptance and brand equity orientation.

***Hypothesis 18b: Innovation culture positively moderates the relationships between technology acceptance and brand* image competency.**

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Hypothesis 18c: Innovation culture positively moderates the relationships between technology acceptance and brand identification capability.

Hypothesis 18d: Innovation culture positively moderates the relationships between technology acceptance and potentiality focus.

Hypothesis 18e: Innovation culture positively moderates the relationships between technology acceptance and brand investment concentration.

Hypothesis 19a: Innovation culture positively moderates the relationships between rigorous competition and brand equity orientation.

***Hypothesis 19b: Innovation culture positively moderates the relationships between rigorous competition and brand* image competency.**

Hypothesis 19c: Innovation culture positively moderates the relationships between rigorous competition and brand identification capability.

Hypothesis 19d: Innovation culture positively moderates the relationships between rigorous competition and potentiality focus.

Hypothesis 19e: Innovation culture positively moderates the relationships between rigorous competition and brand investment concentration.

Summary

The conceptual framework of how strategic brand management capability relates to firm survival is portrayed. In addition, two theoretical perspectives are employed to draw the relationships in the conceptual model, including brand management approach and the contingency theory.

This research proposes a set of 19 testable hypotheses which explain the overall relationships among constructs in the conceptual model. Those relationships are classified into five groups which are as follows: the first group is relevant to the

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linkages among strategic brand management capability and its consequences, including customer commitment, market acceptance, stakeholder reliability, brand performance and firm survival. The second group contains the relationships among customer commitment, market acceptance stakeholder reliability and brand performance. The third group contains the relationships among brand performance and firm survival. The fourth group holds the associations among five antecedents: marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition and each of the five dimensions of strategic brand management capability. The final group relates to the moderating influences of innovation culture. All proposed hypotheses are presented in Table 6.

Furthermore, the following chapter describes research methods that cover these issues: a selection of samples, data collection procedures, a test of non-response bias, the measurements and definitions of variables, instrumental verification (reliability and validity), and the statistical analysis of the data.

Table 6: Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships
H1a	Brand equity orientation will positively relate to customer commitment.
H1b	Brand equity orientation will positively relate to market acceptance.
H1c	Brand equity orientation will positively relate to stakeholder reliability.
H1d	Brand equity orientation will positively relate to brand performance.
H1e	Brand equity orientation will positively relate to firm survival.
H2a	Brand image competency will positively relate to customer commitment.
H2b	Brand image competency will positively relate to market acceptance.
H2c	Brand image competency will positively relate to stakeholder reliability.
H2d	Brand image competency will positively relate to brand performance.
H2e	Brand image competency will positively relate to firm survival.
H3a	Brand identification capability will positively relate to customer commitment.
H3b	Brand identification capability will positively relate to market acceptance.

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Table 6: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H3c	Brand identification capability will positively relate to stakeholder reliability.
H3d	Brand identification capability will positively relate to brand performance.
H3e	Brand identification capability will positively relate to firm survival.
H4a	Brand potentiality focus will positively relate to customer commitment
H4b	Brand potentiality focus will positively relate to market acceptance.
H4c	Brand potentiality focus will positively relate to stakeholder reliability
H4d	Brand potentiality focus will positively relate to brand performance.
H4e	Brand potentiality focus will positively relate to firm survival.
H5a	Brand investment concentration will positively relate to customer commitment.
H5b	Brand investment concentration will positively relate to market acceptance.
H5c	Brand investment concentration will positively relate to stakeholder reliability.
H5d	Brand investment concentration will positively relate to brand performance.
H5e	Brand investment concentration will positively relate to firm survival.
H9	Brand performance focus will positively relate to firm survival
H10a	Marketing vision proactiveness will positively relate to brand equity orientation.
H10b	Marketing vision proactiveness will positively relate to brand image competency.
H10c	Marketing vision proactiveness will positively relate to brand identification capability.
H10d	Marketing vision proactiveness will positively relate to brand potentiality focus.
H10e	Marketing vision proactiveness will positively relate to brand investment concentration.

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Table 6: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H11a	Customer learning proactiveness will positively relate to brand equity orientation.
H11b	Customer learning proactiveness will positively relate to brand image competency.
H11c	Customer learning proactiveness will positively relate to brand identification capability.
H11d	Customer learning will positively relate to brand potentiality focus.
H11e	Customer learning will positively relate to brand investment concentration.
H12a	Marketing resource will positively relate to brand equity orientation.
H12b	Marketing resource will positively relate to brand image competency.
H13a	Technology acceptance will positively relate to brand equity orientation.
H13b	Technology acceptance will positively relate to brand image competency.
H13c	Technology acceptance will positively relate to brand identification capability.
H13d	Technology acceptance will positively relate to brand potentiality focus.
H13e	Technology acceptance will positively relate to brand investment concentration.
H14a	Rigorous competition will positively relate to brand equity orientation.
H14b	Rigorous competition will positively relate to brand image competency.
H14c	Rigorous competition will positively relate to brand identification capability.
H14d	Rigorous competition will positively relate to brand potentiality focus.
H14e	Rigorous competition will positively relate to brand investment concentration.

Table 6: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H15a	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand equity orientation.
H15b	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand image competency.
H15c	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand identification capability.
H15d	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand potentiality focus.
H15e	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand investment concentration.
H16a	Innovation culture positively moderates the relationships between customer learning and brand equity orientation.
H16b	Innovation culture positively moderates the relationships between customer learning and brand image competency.
H16c	Innovation culture positively moderates the relationships between customer learning and brand identification capability.
H16d	Innovation culture positively moderates the relationships between customer learning and brand potentiality focus.
H16e	Innovation culture positively moderates the relationships between customer learning and brand investment concentration.
H17a	Innovation culture positively moderates the relationships between marketing resource and brand equity orientation.
H17b	Innovation culture positively moderates the relationships between marketing resource and brand image competency.
H17c	Innovation culture positively moderates the relationships between marketing resource and brand identification capability.

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Table 6: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H17d	Innovation culture positively moderates the relationships between marketing resource and brand potentiality focus.
H17e	Innovation culture positively moderates the relationships between marketing resource and brand investment concentration.
H18a	Innovation culture positively moderates the relationships between technology acceptance and brand equity orientation.
H18b	Innovation culture positively moderates the relationships between technology acceptance and brand image competency.
H18c	Innovation culture positively moderates the relationships between technology acceptance and brand identification capability.
H18d	Innovation culture positively moderates the relationships between technology acceptance and brand potentiality focus.
H18e	Innovation culture positively moderates the relationships between technology acceptance and brand investment concentration.
H19a	Innovation culture positively moderates the relationships between rigorous competition and brand equity orientation.
H19b	Innovation culture positively moderates the relationships between rigorous competition and brand image competency.
H19c	Innovation culture positively moderates the relationships between rigorous competition and brand identification capability.
H19d	Innovation culture positively moderates the relationships between rigorous competition and brand potentiality focus.
H19e	Innovation culture positively moderates the relationships between rigorous competition and brand investment concentration.

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CHAPTER III

RESEARCH METHODS

The previous chapter illustrates a comprehensive review of relevant literature detailing strategic brand management capability, theoretical foundations, antecedents, consequences, moderators, and the hypothesis development. Consequently, this chapter demonstrates the research methods that help to clarify the understanding of the hypothesis testing process. Thus, this chapter is organized into four sections as follows. Firstly, the sample selection and data collection procedures, including population and sample, data collection, and test of non-response bias are detailed. Secondly, the variable measurements are developed. Thirdly, the instrumental verifications, including test of validity and reliability, and the statistical analysis are presented. Finally, the table of summary of definitions and operational variables of constructs is included.

Sample Selection and Data Collection Procedure

<u>Population and Sample</u>

This research selected food supplement businesses in Thailand as a population. Food supplement businesses are interesting for analyzing the result of this research for several reasons. Firstly, decision-making is difficult for consumers of food supplement products because they involve several perceived risks, including security (the protection of health and life of humans) and physiological (food supplements may contain substances with a nutritional or physiological effect) (Coppens, Silva, and Pettman, 2006). Brand is a marketing tool that is used by customers to reduce these risks, such as social or safety risks, because they believe that a well-known brand is high in quality and has reliability (Berry, 2000). A strong brand increases the level of customer satisfaction and loyalty. Also, due to the efficiency of business strategy, customers increasingly purchase products on the basis of brand, reputation, and other immaterial attributes (Stanković and Djukić, 2006). Secondly, the food supplement market in Thailand has a large market value. In 2015, the overall size of Thailand's food supplement market value is approximately 20,000 million baht, and the value of exports stood at 80,000 million baht. The rate of import and export of food supplement products

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in Thailand had been continuously growing. In addition, the food supplements industry is an important industry which has a high market value. Especially, the wisdom of Thai traditional medicine business has a value of more than 10,000 million baht. Thai herbal products have the potential to expand into the Asian market. Moreover, Thai herbal products are exported in the value of more than a trillion billion baht to Japan and Malaysia, which are the main customers (The Federation of Thai Industries, 2016). Finally, food supplement businesses in Thailand are faced with intensive competition, which stems from the changing of the external environment, including a variety of products from competitors, advances in technology, and Thailand's membership in the ASEAN Free Trade Area which will increase competition intensity (Pansuppawatt and Ussahawanitchakit, 2011).

The population of this research was acquired from the database of the Department of Business Development, Thailand (www.dbd.go.th, last accessed December 3, 2016). 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, 549 food supplement 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.

$$\boxed{n = \frac{N}{1 + N(e)^2}}$$

$$n = \frac{549}{1 + 549(0.05)^2}$$

$$n = 231.40$$

$$n \approx 232$$

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 549 is the number of members in the population (N = 549). After calculation, a sample size of 232 is sufficient for data analysis. However, it is difficult to receive 100 percent of a response rate from a mailed data collection method. For questionnaires that are mailed as a survey method, 20 percent for a response rate is normally acceptable, and is satisfactory for subsequent analysis (Aaker, Kumar and Day, 2001). Thus, 1,160 questionnaires are required (232 x (100/20)) to receive 232 as a sample size. However, given that the total population is only 549, the whole population was selected for receiving mailed questionnaires for hypothesis testing.

After 549 questionnaires had been mailed to respondents, 31 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, 518 surveys were the number of valid mailings, of which responses were received from 124 of them. However, 2 surveys were incomplete and, in turn, were discarded. Finally, only 122 surveys were complete which were usable for further analysis. This yields a response rate of approximately 23.55 %. According to Aaker et al. (2001), a mail survey response rate around 20% was accepted. In summary, the details of the questionnaire mailings are presented in Table 7.

Table 7: Details of Questionnaire Mailing

Details	**Numbers**
Mailed Questionnaires	549
Undelivered Questionnaires	31
Valid Questionnaire Mailed	518
Received Questionnaires	124
Unusable Questionnaire	2
Usable Questionnaire	122
Response Rate (122/518) x 100	23.55%

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Data Collection

In this research, the main research instrument is a self-administered questionnaire, with the initial design based on previous studies. These are a widely-used method for large-scale data collection in strategic management and organizational research. The advantage of a questionnaire mailing is that a representative sample can be collected from the chosen population in a variety of locations at low cost (Pongpearchan and Ussahawanitchakit, 2011). In this research, the questionnaire will be directly distributed to the key informants: marketing managers or marketing directors of the food supplement business, because they are knowledgeable in strategic brand management, marketing outcomes, overall internal activities, and external environments. As this is a key informant approach, the results will clearly preclude firm level prescriptions, because key informants will self-report all constructs and are therefore a very valuable source for estimating the different variables of the firm (Baer and Frese, 2003). Then, the completed questionnaires were directly sent back to the researcher by the prepared return envelopes in order to ensure confidentiality.

In this research, the valid and reliable self-administered questionnaire comprises seven sections. In the first section, respondents are requested to provide their personal information such as gender, age, education level, work experience, and current position. The second section questions the organizational characteristics; for example, business type, number of employees, and annual revenues. For the third to sixth sections, respondents are canvassed as to their perceptions toward strategic brand management capability, its consequences, antecedents, and other influences. Moreover, a Likert five-point interval scale, ranging from 1 = strongly disagree, to 5 = strongly agree, is employed.

To be more specific, the third section collects the key concepts of strategic brand management capability dimensions: brand equity orientation, brand image competency, brand identification capability, brand potentiality focus and brand investment concentration. The fourth section presents questions concerning the consequences of strategic brand management capability, customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. The fifth section includes questions regarding to the antecedents of strategic brand management capability, marketing vision proactiveness, customer learning, marketing resource,

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technology acceptance, and rigorous competition. The sixth section consists of a set of questions relating to innovative culture that affect the relationships among strategic brand management capability antecedents and consequences. Finally, the seventh section provides an open-ended question to gather key respondent suggestions and opinions.

Each item of the questionnaire is reviewed and redefined by two academic experts who are professional in the marketing and management field from Mahasarakham University. Their comments and suggestions are used to improve the questionnaire, such as to remove vagueness and other sources of confusion (Ussahawanitchakit, 2002). Moreover, to translate items bilingually, first of all, the new scale items are operationalized from the definition and literature review, while some are borrowed from other academics. Then, the questionnaire is translated into Thai for facilitating understanding and answering the questions. Finally, the Thai version questionnaire is again back-translated into English to ensure the precise meaning and the cross-cultural equivalence of the language. Altogether, there are a total of 65 items in the questionnaire. This questionnaire is attached in Appendix F (Thai version) and Appendix G (English version).

Test of Non-Response Bias

This research used a method to estimate non-response bias which is always a problem in survey research. If key informants who respond, differ significantly from those who do not, the sample may not be generalized to the population. In addition, non-response bias testing is an important step before the sample is generalized to the population (Youn et al., 2014). Therefore, the test of non-response bias is used to examine bias between response and non-response by using chi-square 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 (Rogelberg and Stanton, 2007; Lewis, Hardy, and Snaith, 2013). To investigate possible response bias problems between respondents and non-respondents, a two-tailed test (level .05) of the differences of proportions from the sample is conducted, corresponding with the test for non-response bias (Armstrong and Overton, 1977). Concerning demographics, this research uses organizational demographics including

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business owner types, products types, business category, business location, business operating capital, the period of time in business operation, the number of full-time employees, and average annual income to test the non-response bias. Moreover, chi-square comparing of the demographics between early and late respondents is conducted corresponding to the test for non-response bias (Jones, Mothersbaugh, and Beatty, 2002). If the results are validated from the chi-square, they have no statistically significant difference between early and late respondents. Therefore, it indicates that the returned of questionnaires have no non-response bias problem.

In this research, all 122 usable questionnaires are split into two equal groups. The early respondents are the first group and the late respondents are the second group. Then, 61 responses from the first group mailing are used to compare to 61 responses received from the second group mailing in terms of their demographic information including business owner types, products types, business category, business location, business operating capital, the period of time in business operation, the number of full-time employees, and average annual income. In this research testing of non-response bias using the chi-square statistic, the result indicates no statistically significant difference between early and late respondents at $\alpha = 0.05$ of any demographic information.

The results are as follows: business owner types ($\chi^2 = 0.171$, $p > 0.05$), products types ($\chi^2 = 0.585$, $p > 0.05$), business category ($\chi^2 = 0.147$, $p > 0.05$), business location ($\chi^2 = 0.457$, $p > 0.05$), business operating capital ($\chi^2 = 0.344$, $p > 0.05$), the period of time in business operation ($\chi^2 = 0.750$, $p > 0.05$), the number of current employees ($\chi^2 = 0.229$, $p > 0.05$), and the average annual income ($\chi^2 = 0.457$, $p > 0.05$). These results of chi-square 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). Chi-square tests reveal no significant differences in demographic characteristics across the food supplement industry. The results of the non-response bias test are presented in Appendix A.

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Measurements

In measuring each construct in the conceptual model, multiple item measurement processes were developed. Constructs are abstractions that cannot be directly measured or observed and should be measured by multiple items (Churchill, 1979). The scales employed in the study instrument were based on a concern for the validity and reliability of each construct, and the domain of the constructs. The procedures for developing marketing measures are of four stages. The first is to specify the domain of the domain construct by describing a clarified definition. Then, the second is to generate a sample of items with research techniques; namely, a literature review, experience survey, and insight stimulating an example. Following this, the third is to purify the measure with factor analysis and reliability testing. The final step is to assess construct validity. Moreover, using multiple items provides a wider range of the content of conceptual definition and improvement of reliability (Neuman, 2006). In this research, all constructs are transformed to the operational variables to gain more accuracy in measuring research constructs. All variables are derived from the definition and previous literature, by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). In summary, all operational definitions of each construct which are comprised of the dependent variable, the independent variables, the moderating variables, and the controlled variables, are described below.

Dependent Variable

Firm survival. Firm survival is evaluated by the status of the organization that has gained a satisfactory performance in the past, continues to the present, and is expected to extend to be better in the future (Namwong, Jhundra-indra, and Raksong, 2016; Boal and Schultz, 2007). This variable was measured by four items adapted from Boal and Schultz (2007), Namwong, Jhundra-indra, and Raksong (2016).

Independent Variables

This research consists of 14 independent variables which are separated into three categories; core construct, consequential variables, and antecedent variable. Firstly, strategic brand management capability is the center and core construct of this research. It can be measured through five distinctive attribute dimensions: brand equity

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orientation, brand image competency, brand identification capability, brand potentiality focus and brand investment concentration. These attributes reflect the good characteristics of strategic brand management capability. The measure of each attribute depends on its definition which is detailed below.

Brand equity orientation. Brand equity orientation is measured by the degree in which the intention of a firm towards the process of continually creating, developing, protecting and improving a brand in order to maintain the customer-brand relationship that leverages an effectiveness-enhancing, high value for the brand (Madhavaram, Badrinarayanan, and Mcdonald, 2005; Merrilees, and Miller, 2010; Hunt and Madhavaram, 2006). The measure is created as a new scale with four items developed from the definition and literature review.

Brand image competency. Brand image competency is measured by the ability of a firm to create a dominant brand personality in terms of quality, attributes, benefits, and improvement to obtain and maintain long-term competitive advantages in marketing. (Freling, Crosno, Henard 2011; Kishore, 2015; Li and Wu, 2015; Raj, 2014). The measure is developed as a new scale with a four-item scale, developed from the definition and literature review.

Brand identification capability. Brand identification capability is measured by the ability of a firm to specify the characteristics of brand such as colors, designs, logotypes, names, and symbols that together identify and distinguish the brand in consumers' minds (Kuenzel et al., 2008; Park et al., 2013; Wymer, 2013). The measure is developed as a new scale with a four-item scale, developed from the definition and literature review.

Brand potentiality focus. Brand potentiality focus is evaluated by the concentration on a firm’s competency in creating the brand as a strategy for a successful brand sales in the future (Dignen, 2000; Hoeffler and Keller, 2003; Keller and Lehmann, 2009). The measure is developed as a new scale with a four-item scale, developed from the definition and literature review.

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Brand investment concentration. Brand investment concentration is evaluated by the firm attention in utilizing resources such as money, effort and time to develop brand value to make a profit and have a competitive advantage (Huang and Xiong, 2010; Matear, Gray, and Garrett, 2004; Park and MacInnis, 2006). The measure is developed as a new scale with a four-item scale, developed from the definition and literature review.

Consequential Variables

The second category is the consequences of strategic brand management capability comprised of customer commitment, market acceptance, stakeholder reliability and brand performance. The measure of each consequential variable conforms to its definition and relative literature, and is discussed as follows.

Customer commitment. Customer commitment is measured by the firm's obligation to customers both old and new, that increases the rate of return on the purchase (Meyer and Herscovitch, 2001; Bansal et al., 2004). This scale measure was adapted from Bansal et al. (2004), and Chuwiruch and Ussahawanitchakit (2013), including a four-item scale.

Market acceptance. Market acceptance is measured by the level of the firm's reputation that is recognized for its excellent marketing management and superior quality of products and services (Chailom and Ussahawanitchakit, 2009; Chung and Holdsworth, 2009; and Syers et al., 2012). This scale measure was adapted from Chailom and Ussahawanitchakit (2009), including a four-item scale.

Stakeholder reliability. Stakeholder reliability is measured as the degree to which the creditability and trust of stakeholders both internal and external, such as employees, customers, and community are based on the performance and activities of a firm (Waenkaeo, Ussahawanitchakit, and Boonlun, 2011). This measurement is adapted from Waenkaeo, Ussahawanitchakit, and Boonlun, (2011), including a four-item scale.

Brand performance. Brand performance is measured by the brand succeeding the organizations' established aims in the marketplace (Keller and Lehmann, 2003;

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O'Cass and Ngo, 2007a). This measurement is adapted from Weerawardena, O'Cass, and Julianc (2006), including a five -item scale.

Antecedent Variables

Lastly, the third category is the five antecedents of strategic brand management capability comprised of marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition. All antecedent variables align to their definitions and prior literature. The measure of each variable is discussed as follows.

Marketing vision proactiveness. Marketing vision proactiveness is measured by the process of assigning potential goals that lead firms to achieve in predicting marketing opportunities (Intarapanich and Ussahawanitchakit, 2011; Lumpkin and Dess, 2001). This dimension is measured with five items as adapted from Intarapanich, Ussahawanitchakit, and Suwannarat (2011).

Customer learning. Customer learning is measured by the potential capability of firms to understand customer needs and preferences; and to discover additional needs of customers that are unknown in order to generate excellent value for customers. (Feng et al., 2012; Luangsakdapich and Ussahawanitchakit, 2015; and Combe and Greenley, 2003). This construct is developed from Luangsakdapich and Ussahawanitchakit (2015), including a four-item scale.

Marketing resource. Marketing resource is evaluated by the extent to which a firm possesses knowledge and internal resources related to marketing management. (Ngo and O'Cass, 2012; O'Cass, Ngo and Siahtiri, 2015). This construct is developed from Ngo and O'Cass, (2012), including a four-item scale.

Technology acceptance. Technology acceptance is evaluated by the beliefs, attitudes, and intentions of an organization to adopt technology into the processes of a firm (Burton-Jones and Hubona, 2006; Rhee, 2004). This construct is developed from the definitions and literature (Burton-Jones, and Hubona, 2006), including a four-item scale.

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Rigorous competition. Rigorous competition is evaluated by violent rivalry that influences the degree of emulation in business that a firm faces at present (Kohli and Jaworski, 1990; Zhao and Cavusgil, 2006). The measure is adapted from Pansuppawatt and Ussahawanitchakit (2011), and includes four items.

Moderating Variable

Drawing on the contingency theory, this research determines that innovative culture is the moderator of the relationships among each dimension of strategic brand management and its antecedents. Like other variables, this moderator is developed from the definition of each, as well as from the related literature. The measure of the one moderating variable is discussed as follows.

Innovation culture. Innovation culture is measured as the degree to which the orientation of the firm to advocate an organization's values and attitudes, and involves the acceptance and supporting of new ideas, and improving changes in an organization and its brands. (O'Cass and Ngo, 2007a; Salajegheh, Farzan, and Gheisari, 2014). The measure is adapted from O'Cass and Ngo (2007a), Salajegheh, Farzan, and Gheisari (2014), and includes four items.

Control Variables

In this research, there are two control variables which are firm experience and firm capital that are the characteristics that may influence the hypothesized relationships. The measurement of each control variable is detailed as follows.

Firm experience. Firm experience is measured by the number of years that a firm has been in operation, adapted from Chen and Huang (2009). Brand management strategies of a business service frequently center on the firm's experience and reputation, which are often among a company's most valuable (Aaker, 1996). Higher-experienced firms are likely to implement and renew strategy more than younger ones (Baden-Fuller and Volberda, 1997). Smith, Smith, and Wang (2010) found that firms with more experience about brand management, gain more profit than firms with low experience. In this case, firm experience is represented by a dummy variable in which an assigned

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“0” represents firms that have been operating for 10 years or less, and “1” represents a firms that have been operating for more than 11 years (Thongsodsang, Ussahawanitchakit, and Jhundra-indra, 2012).

Firm capital. Firm capital is measured by the capital or assets invested in the operation of an organization. Likewise, Leiblein, Reuer, and Dalsace (2002) found that large firms may have more power in the marketplace and more positional advantage than their smaller rivals. Firm capital has an impact on brand management because it is likely that companies with a lot of capital gain more brand management than those with less. Companies with greater capital have the ability to build brand management more than those with less capital (Smith, Smith, and Wang, 2010). In this research, firm capital is measured by the amount of money a firm has registered to its business (Ussahawanitchakit, 2005). It is represented by a dummy variable (0 = total registered capital that is less than 10,000,000 baht, and 1 = total registered capital that is equal to or more than 10,000,000 baht) (Meesuptong and Ussahawanitchakit, 2013).

Methods

In this research, most of the constructs in the conceptual model are developed as new scales. Consequently, it tests the validity and reliability of the questionnaire before using real data collection. Firstly, the questionnaire will be double-checked by a specialist and experienced scholars bring improvement to the best possible scale measure. Following this further, a pre-test method is appropriately conducted to assert the validity and reliability of the questionnaire. In this research, the first thirty mail surveys from food supplement businesses are chosen to test the validity and reliability of the overall construct. Accordingly, thirty questionnaires are included in the final data analysis for hypotheses and assumptions testing of multiple regression analysis.

<u>Validity and Reliability</u>

Validity is the degree to which instruments measure the data correctly and accurately from the questionnaire (Hair et al., 2010). Especially, the validity testing of measurement in this research accurately confirms the concept or construct of the study. According to Neuman (2006), the absence of validity occurs if there is a poor fit between the constructs a researcher uses to describe, theorize, or analyze the social world and what actually occurs in the social world. Therefore, in this research, validity is appropriate for accurately confirming the concept or construct of the research. Three types of validity, comprising face, content, and construct validity, are tested.

Face and content validity. Face validity is the extent to which the measure represents the relevant content domain for the construct by individual judges or experts (Trochim, 1999). Content validity is an inspection system to reflect the content of the universe to which the instrument will be generalized. Content validity is the extent to which the items of the scales are sufficiently reflected by the interrelated theoretical domains (Green et al., 1988). Nunnally and Bernstein (1994) suggest that content validity is the scales containing items adequate to measure what is intended. It refers to the degree to which the essence of the scale represents the construct being measured (Thoumrungroje, 2013). In this case, face and content validity are improved by an extensive review of the literature questionnaires (Hair et al., 2010). Moreover, professionals reviewed and suggested the necessary recommendations to examine the instrument in order to ensure that all constructs were sufficient to cover the contents of the variables.

Construct validity. Construct validity refers to a set of measured items that actually reflects the theoretical latent construct that those items are designed to measure (Hair et al., 2006), by testing both convergent and discriminant validity. Convergent validity refers to the degree to which two measures are designed to measure the same construct related to that convergence, and whether it is found if the two measures are highly correlated (Kwok and Sharp, 1998). Within this research, the factor loadings revealed support for convergent validity for the sixteen constructs. Convergent validity was assessed by checking if individual item loadings for each corresponding research construct was above the recommended value of 0.50 (Hair et al., 2010). Each item should be larger than 0.50 and is still acceptable. Table 8 shows that the factor loadings ranged from 0.51 to 0.89. Thus, all the items finally used had loadings of more than the recommended 0.50, indicating acceptable individual item convergent validity (Dubihlela and Dhurup, 2014). Discriminant validity reflects the extent to which a

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construct is unique from other constructs (Hair et al., 2010). It is the accuracy of a scale in distinguishing itself from other scales to measure a different construct (Thoumrungroje, 2013). Discriminant validity was used to investigate the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. Hair et al. (2010) suggested the use of a correlation matrix as a tool to test discriminant validity. A more stringent criterion is based on the square root of the average variance extracted (AVE), which should exceed the intercorrelations of the construct with the other constructs in the model. Each construct should have an average variance extracted (AVE) value of more than 0.50, which is recommended by Fornell and Larker (1981). Table 8 shows that the AVE ranged from 0.504 to 0.662, in which each item should be larger than 0.50 that is still acceptable (Hair et al., 2010). Discriminate validity was evaluated by examining a construct rather than the cross-loadings on the other constructs in the model. Average Variance Extracted (AVE) is an appropriate method for testing discriminant validity (Gerbing and Anderson, 1988). The square root of AVE for all factors should be more than all the correlations between that construct and other constructs. According to Appendix D, the result shows that the square root of AVE for some factors is greater than the correlations value that was recommended by Fornell and Larcker (1981).

However, some constructs have correlation value greater than the square root of AVE. Then, the researcher has an additional analysis. The result found that, firstly, the chi-square difference test between brand potentiality focus and brand investment concentration was significant ($\Delta\ \chi^2$ = 190.08, $p < 0.01$), thus showing that it is a two-factor (brand potentiality focus) model (χ^2 = 136.80, df = 19) is a better model fit than a one-factor (brand investment concentration) model (χ^2 = 326.88, df = 20). Hence, the brand potentiality focus construct is significantly different from a brand investment concentration construct. Secondly, the chi-square difference test between market acceptance and stakeholder reliability was significant ($\Delta\ \chi^2$ = 103.80, $p < 0.01$); thus showing that it is a two-factor (market acceptance) model (χ^2 = 111.62, df = 19) which is a better fit model than a one-factor (stakeholder reliability) model (χ^2 = 215.42, df = 20). Therefore, the market acceptance construct is significantly different from a stakeholder reliability construct. Thirdly, the chi-square difference test between brand performance and firm survival was significant ($\Delta\ \chi^2$ = 100.45, $p < 0.01$), thus showing

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that a two-factor (brand performance) model (χ^2 = 92.34, df = 26) is a better fit model than a one-factor (firm survival) model (χ^2 = 192.79, df = 27). Hence, a brand performance construct is significantly different from a firm survival construct. Fourthly, the chi-square difference test between marketing resource and technology acceptance was significant ($\Delta\ \chi^2$ = 118.02, $p < 0.01$); thus showing that a two-factor (marketing resource) model (χ^2 = 53.76, df = 19) is a better fit model than a one-factor (technology acceptance) model (χ^2 = 171.78, df = 20). Therefore, the marketing resource construct is significantly different from the technology acceptance construct. Fifthly, the chi-square difference test between marketing resource and rigorous competition was significant ($\Delta\ \chi^2$ = 112.17, $p < 0.01$); therefore, showing that a two-factor (marketing resource) model (χ^2 = 153.42, df = 19) is a better fit model than a one-factor (rigorous competition) model (χ^2 = 265.59, df = 20). Hence, the marketing resource construct is significantly different from a rigorous competition construct. Finally, the findings that the chi-square difference test between technology acceptance and rigorous competition was significant ($\Delta\ \chi^2$ = 143.38, $p < 0.01$); thus showing that a two-factor (technology acceptance) model (χ^2 = 127.20, df = 19) is a better fit model than a one-factor (rigorous competition) model (χ^2 = 270.58, df = 20). Therefore, the technology acceptance construct is significantly different from the rigorous competition construct.

The construct validity of the measurement models was tested. Regarding the fit indices of a measurement model, the result shows that strategic brand management capability is $\chi^2/df < 2$ (1,957.65/989); the p-value = 0.000; RMSEA = 0.060; NFI = 0.955; CFI = 0.896; IFI = 0.906; and RFI = 0.925. Therefore, this result provides appropriate data in terms of all fit indices recommended by Bentler (1992); MacCalum et al. (1996) and Hair et al. (2006).

Reliability. Reliability is the degree to which the measurement is trustworthy and error-free (Hair et al., 2010). It indicates the degree of internal consistency between the multiple variables (Muñiz, Peón, and Ordás, 2009). Cronbach’s alpha coefficient is commonly used to test the internal consistency of each construct (Hair et al., 2010). Internal consistency is an approach to evaluate the consistency or reliability within a collection of multiple items that represent the scale (Thoumrungroje, 2013). Thus, it is applied to evaluate the reliability. The coefficient alpha or Cronbach’s alpha will be

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employed to estimate the reliability. Accordingly, Cronbach's alpha should be greater than 0.70 to ensure the internal consistency (Nunnally and Bernstein 1994; Hair et al., 2006). Furthermore, the minimum thresholds for item reliability are arbitrary, and generally set for item-total correlation of 0.3-0.4 (Hair et al., 2010).

Table 8: Results of Validity and Reliability Testing

Variables	**Factor Loadings**	**Average Variance Extracted**	**Cronbach's Alpha**
Brand Equity Orientation (BEO)	0.53 - 0.82	0.528	0.804
Brand Image Competency (BIC)	0.67 - 0.74	0.505	0.738
Brand Identification Capability (BICA)	0.71 - 0.84	0.599	0.875
Brand Potentiality Focus (BPF)	0.75 - 0.85	0.662	0.827
Brand Investment Concentration (BICO)	0.58 - 0.84	0.511	0.787
Customer Commitment (CCO)	0.62 - 0.77	0.508	0.718
Market Acceptance (MAC)	0.61 - 0.79	0.519	0.806
Stakeholder Reliability (SRE)	0.62 - 0.87	0.517	0.772
Brand Performance (BPE)	0.51 - 0.88	0.512	0.821
Firm Survival (FSU)	0.72 - 0.84	0.630	0.871
Marketing Vision Proactiveness (MVP)	0.54 - 086	0.528	0.799
Customer Learning (CLE)	0.70 - 0.83	0.558	0.830
Marketing Resource (MRE)	0.56 - 0.89	0.526	0.805
Technology Acceptance (TAC)	0.76 - 0.80	0.605	0.851
Rigorous Competition (RCO)	0.57 - 0.79	0.504	0.797
Innovation Culture (ICU)	0.64 - 0.89	0.539	0.815

Table 8 shows that the range of Cronbach's alpha coefficient is between 0.718 and 0.875, all of which are greater than 0.7. Therefore, it can be concluded that all items in this research have sufficient internal consistency (see also Appendix D).

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Statistical Techniques

In this research, before hypotheses testing, the basis of checking all the raw data for regression analysis using the ordinary least squares method (OLS) are normality from the test. The entire seventeen equations found that the range of skewness are between -1.252 and -0.257. In addition, the range of kurtosis are between -0.307 and 1.562, by the standard error of the mean for the respective data set, with an acceptable measure of normality set between +1.96 and -1.96 following the recommendation of Budgell and Polus (2006), outlier, linearity, homoscedasticity, autocorrelation, and multicollinearity. Furthermore, other statistical techniques that are tested in this research include correlation analysis, variance inflation factor, and multiple regression analysis (see also Appendix E).

Variance inflation factor (VIFs). According to Jaccard and Turrisi (2003), the evaluation of the variable and interaction effect will be undermined due to problems of multicollinearity; this research uses a variance inflation factor as an indicator of a high degree of multicollinearity among the independent variables. It indicates that measures of how much the variance of an evaluated regression coefficient is increased, is a result of collinearity. Regarding Hair et al., (2006), when a tolerance value must be greater than 0.10, and all VIF values should be less than 10, it is considered that the associations among the independent variables are not problematic (Hair et al., 2010). The results of regression analysis provide evidence that the VIF values of each regression model are in the range of 1.005-5.041. Therefore, this VIF value shows that there are no substantial multicollinearity problems in this research.

Correlation analysis. Correlation analysis is a general instrument to measure the strength of the linear dependence between two variables. There are three purposes in applying Pearson's correlation, which are: to examine a bivariate-correlation, to explore the relationships between variables, and to check the presence of multicollinearity. The correlation value between two variables varies from +1 to -1 (Cohen et al., 2003). Importantly, when the relationships between variables are equal to or greater than 0.80, it indicates a multicollinerity problem (Hair et al., 2010; Homburg, Artz, and Wieseke, 2012). In this research, the result of bivariate correlation indicates that the maximum

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value of correlation between the pair of all constructs is 0.817; but the VIF values are below 10, which indicates that multicollinearity is not a serious problem.

Multiple regression analysis. The Ordinary Least Squares (OLS) regression analysis is used to test all hypotheses following the conceptual model. Regression analysis is appropriate for determining the relationships between dependent variables and independent variables in which all variables are categorical and interval data (Hair et al., 2010). Consequently, all proposed hypotheses in this research are transformed into seventeen statistical equations. Each equation conforms to the hypothesis development described in the previous chapter. Moreover, the statistical equations are separated into sections as follows.

The first section contains statistical equations examining the relationships among strategic brand management capability, customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival as shown below.

Equation 1: $CCO = \alpha_1 + \beta_1 BEO + \beta_2 BIC + \beta_3 BICA + \beta_4 BPF + \beta_5 BICO + \beta_6 FC + \beta_7 FE + \varepsilon_1$

Equation 2: $MAC = \alpha_2 + \beta_8 BEO + \beta_9 BIC + \beta_{10} BICA + \beta_{11} BPF + \beta_{12} BICO + \beta_{13} FC + \beta_{14} FE + \varepsilon_2$

Equation 3: $SRE = \alpha_3 + \beta_{15} BEO + \beta_{16} BIC + \beta_{17} BICA + \beta_{18} BPF + \beta_{19} BICO + \beta_{20} FC + \beta_{21} FE + \varepsilon_3$

Equation 4: $BPE = \alpha_4 + \beta_{22} BEO + \beta_{23} BIC + \beta_{24} BICA + \beta_{25} BPF + \beta_{26} BICO + \beta_{27} FC + \beta_{28} FE + \varepsilon_4$

Equation 5: $FSU = \alpha_5 + \beta_{29} BEO + \beta_{30} BIC + \beta_{31} BICA + \beta_{32} BPF + \beta_{33} BICO + \beta_{34} FC + \beta_{35} FE + \varepsilon_5$

Equation 6: $BPE = \alpha_6 + \beta_{36} CCO + \beta_{37} MAC + \beta_{38} SRE + \beta_{39} FC + \beta_{40} FE + \varepsilon_6$

Equation 7: $FSU = \alpha_7 + \beta_{41} BPE + \beta_{42} FC + \beta_{43} FE + \varepsilon_7$

The second section shows statistical equations examining the effects of the antecedent variables on strategic brand management capability. The influences of innovative culture, as a moderator, are also included as shown below.

Equation 8: BEO = $\alpha_8 + \beta_{44}MVP + \beta_{45}CLE + \beta_{46}MRE + \beta_{47}TAC + \beta_{48}RCO + \beta_{49}FC + \beta_{50}FE + \varepsilon_8$

Equation 9: BIC = $\alpha_9 + \beta_{51}MVP + \beta_{52}CLE + \beta_{53}MRE + \beta_{54}TAC + \beta_{55}RCO + \beta_{56}FC + \beta_{57}FE + \varepsilon_9$

Equation 10: BICA = $\alpha_{10} + \beta_{58}MVP + \beta_{59}CLE + \beta_{60}MRE + \beta_{61}TAC + \beta_{62}RCO + \beta_{63}FC + \beta_{64}FE + \varepsilon_{10}$

Equation 11: BPF = $\alpha_{11} + \beta_{65}MVP + \beta_{66}CLE + \beta_{67}MRE + \beta_{68}TAC + \beta_{69}RCO + \beta_{70}FC + \beta_{71}FE + \varepsilon_{11}$

Equation 12: BICO = $\alpha_{12} + \beta_{72}MVP + \beta_{73}CLE + \beta_{74}MRE + \beta_{75}TAC + \beta_{76}RCO + \beta_{77}FC + \beta_{78}FE + \varepsilon_{12}$

Equation 13: BEO = $\alpha_{13} + \beta_{79}MVP + \beta_{80}CLE + \beta_{81}MRE + \beta_{82}TAC + \beta_{83}RCO + \beta_{84}ICU + \beta_{85}(ICU * MVP) + \beta_{86}(ICU * CLE) + \beta_{87}(ICU * MRE) + \beta_{88}(ICU * TAC) + \beta_{89}(ICU * RCO) + \beta_{90}FC + \beta_{91}FE + \varepsilon_{13}$

Equation 14: BIC = $\alpha_{14} + \beta_{92}MVP + \beta_{93}CLE + \beta_{94}MRE + \beta_{95}TAC + \beta_{96}RCO + \beta_{97}ICU + \beta_{98}(ICU * MVP) + \beta_{99}(ICU * CLE) + \beta_{100}(ICU * MRE) + \beta_{101}(ICU * TAC) + \beta_{102}(ICU * RCO) + \beta_{103}FC + \beta_{104}FE + \varepsilon_{14}$

Equation 15: BICA = $\alpha_{15} + \beta_{105}MVP + \beta_{106}CLE + \beta_{107}MRE + \beta_{108}TAC + \beta_{109}RCO + \beta_{110}ICU + \beta_{111}(ICU * MVP) + \beta_{112}(ICU * CLE) + \beta_{113}(ICU * MRE) + \beta_{114}(ICU * TAC) + \beta_{115}(ICU * RCO) + \beta_{116}FC + \beta_{117}FE + \varepsilon_{15}$

Equation 16: BPF = $\alpha_{16} + \beta_{118}MVP + \beta_{119}CLE + \beta_{120}MRE + \beta_{121}TAC + \beta_{122}RCO + \beta_{123}ICU + \beta_{124}(ICU * MVP) + \beta_{125}(ICU * CLE) + \beta_{126}(ICU * MRE) + \beta_{127}(ICU * TAC) + \beta_{128}(ICU * RCO) + \beta_{129}FC + \beta_{130}FE + \varepsilon_{16}$

Equation 17: BICO = $\alpha_{17} + \beta_{131}MVP + \beta_{132}CLE + \beta_{133}MRE + \beta_{134}TAC + \beta_{135}RCO + \beta_{136}ICU + \beta_{137}(ICU * MVP) + \beta_{138}(ICU * CLE) + \beta_{139}(ICU * MRE) + \beta_{140}(ICU * TAC) + \beta_{141}(ICU * RCO) + \beta_{142}FC + \beta_{143}FE + \varepsilon_{17}$

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Where;

BEO	=	Brand Equity Orientation
BIC	=	Brand Image Competency
BICA	=	Brand Identification Capability
BPF	=	Brand Potentiality Focus
BICO	=	Brand Investment Concentration
CCO	=	Customer Commitment
MAC	=	Market Acceptance
SRE	=	Stakeholder Reliability
BPE	=	Brand Performance
FSU	=	Firm Survival
MVP	=	Marketing Vision Proactiveness
CLE	=	Customer Learning
MRE	=	Marketing Resource
TAC	=	Technology Acceptance
RCO	=	Rigorous Competition
ICU	=	Innovation Culture
FA	=	Firm Experience
FS	=	Firm Capital
α	=	Constant
β	=	Regression Coefficient
ε	=	Error Term

Summary

This chapter summarizes the research methods used in the investigation for this research, from simple selection to data gathering, examining all constructs purposed in the conceptual model, and to answer the research questions. To be specific, there are four main parts in this chapter: (1) sample selection and data collection procedures, (2) measurement of variables, (3) verification of instrument, and (4) statistical techniques. A total list of 549 food supplement businesses in Thailand were selected as the population and sample of this research. The key informants completing the

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questionnaires were the marketing managers or managing directors. Moreover, a valid and reliable questionnaire is the primary instrument of data collection. This chapter also provides the measurements of each construct in the model, which are based on the existing literature. For multiple regression analysis, testable seventeen statistical equations are formulated. Finally, a summary of the constructs' definitions and the operational explanation is given in Table 9.

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Table 9: Definitions and Operational Variables of Constructs

Construct	Definition	Operational Variables	Scale Source
Dependent variable			
Firm Survival (FSU)	The status of the organization that has gained a satisfactory performance in the past, continues to the present, and is expected to extend to be better in the future.	The degree of the firm to stable financial, offering new products or services, innovation and develop products or services, adapt under the competition.	Adapted from Boal and Schultz (2007), Namwong, Jhundra-indra, and Raksong (2016)
Independent variables			
*Brand Equity Orientation (*BEO*)*	The intention of a firm towards the process of continually creating, developing, protecting and improving brand in order to maintain the customer-brand relationship that leverages an effectiveness-enhancing, high-value for brand.	The degree of firm to evaluate well-known brand, brand association, brand utilization to create revenue, and quality of product and service.	New Scale

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
Independent variables (Con.)			
*Brand Image Competency (*BIC*)*	The ability of firm to create the dominant brand personality in terms of quality, attributes, benefits, and improvement to obtain and maintain long-term competitive advantages in marketing.	The degree to assess the continuously improvement of product and service quality, invent the dominant product attribute and benefit added, and improvement of product features.	New Scale
Brand Identification Capability (BICA)	The ability of firm to specify the characteristics of brand such as colors, designs, logotypes, names, symbols that together identify and distinguish the brand in the consumers' minds.	The degree of firm's ability to the design characteristics of product and service, and differentiate from competitors that are unique.	New Scale
Brand Potentiality Focus (BPF)	The concentration on firm's competency in creating the brand as a strategy for successful brand sales in the future.	The degree to assess of the brand as a strategy, brand positioning, analyzing the acceptance and brand trust, and the utilization of brand to the competition.	New Scale

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	**Definition**	**Operational Variables**	**Scale Source**
		Independent variables (Con.)	
Brand Investment Concentration (BICO)	Firm attention in utilizing resources such as money, effort and time to develop brand value to make a profit and competitive advantage.	The level of the firm attention to budget allocation, encourage personnel to understand about brand, improve customer service linked to product quality, and increase in brand prominence.	New Scale
		Consequent Variables	
Customer Commitment (CCO)	The firm's obligation to customers both old and new, that increases the rate of return on the purchase.	The level of the firm to rise the rate of return on the purchase from both of old and new customers, customers participating in the trials products and services, and customer confident in quality of product and service.	Bansal et al., (2004) , Chuwiruch and Ussahawanitchakit (2013)

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
Consequent Variables *(Con.)*			
Market Acceptance (MAC)	The firm's reputation that is recognized for its excellent marketing management and superior quality of products and services.	The level of the firm to manage excellent marketing, market admission, invented quality of products and services, and successful marketing management when compare with competitor.	Chailom and Ussahawanitchakit, 2009
Stakeholder Reliability (SRE)	The creditability and trust of stakeholders, both internal and external of those such as employees, customers, and community are based on the performance and activities of the firm.	The degree of the firm to cooperation from stakeholders, customer acceptance to product and service, creative and government acceptance.	Waenkaeo, Ussahawanitchakit, and Boonlun, 2011
Brand Performance (BPE)	The brand succeeding the organizations' established aims in the marketplace.	The ability of the firm to increase in profitability, market share, sale growth, and the number of customers.	Weerawardenaa, O'Cassb, and Julianc (2006)

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
Antecedent variable			
Marketing Vision Proactiveness (MVP)	The process of assigning potential goals that lead firms to achieve in predicting marketing opportunities.	The level of the firm to determine policy guidelines, understanding in change, analysis of the competitive situation, and market leader.	Intarapanich, Ussahawanitchakit, and Suwannarat (2011)
Customer Learning (CLE)	The potential capability of firms to understand customer needs, preferences, and discover additional needs of customers that are unknown in order to generate excellent value for customers.	The level of firm’s capability to learn about customer needs, tracking system, and database information.	Luangsakdapich and Ussahawanitchakit (2015)

Table 9: Definitions and Operational Variables of Constructs (continued)

Constructs	**Definitions**	**Operational Variables**	**Scale Sources**
Antecedent Variables (Con.)			
Marketing Resources (MRE)	The extent to which a firm possesses knowledge and internal resources related to marketing management.	The degree of firm' ability sufficient marketing resources, development of marketing personnel, budget allocation, and using modern techniques and methods.	Ngo and O'Cass, (2012)
Technology Acceptance (TAC)	The beliefs, attitudes, and intentions of an organization to adopt technology into the processes of a firm.	The degree of firm to application of technology, focus on developing new technologies, communication between agencies, and the learn to understand.	Burton-Jones, and Hubona (2006)
Rigorous Competition (RCO)	The violent rivalry which influences the degree to which emulation in business that a firm faces at present.	The perception of firm about changing customer needs, rivals increase and customer change.	Pansuppawatt and Ussahawanitchakit (2011)

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
Moderating variables			
Innovation Culture (ICU)	The orientation of the firm to advocate an organization's values and attitudes, and involves the acceptance and supporting of new ideas, and improving changes in an organization and its brands.	The degree of firm to support personnel to develop and create newness, allocation budget of research and development, and application of modernization	O'Cass and Ngo, 2007a, Salajegheh, Farzan, and Gheisari (2014)
Control variables			
Firm Experience (FE)	Numbers of years that firm operates in business.	Dummy variable 0 = less than 10 years, 1 = equal or more than 11 years	Thongsodsang, Ussahawanitchakit, and Jhundra-indra, (2012)
Firm Capital (FC)	The capital or assets invested in the operation of an organization.	Dummy variable 0 = less than 10,000,000 baht, 1 = equal or more than 10,000,000 baht	Ussahawanitchakit (2009)

CHAPTER IV

RESULTS AND DISCUSSION

This chapter presents the analyses of the survey data, the results of hypothesis testing, and discussion which are organized as follows. Firstly, the respondent and firm characteristics are presented. Secondly, the hypotheses testing and results are detailed. Finally, the summary of all hypotheses testing is included in Table 18.

Demographic Characteristics of Respondents and Food Supplements Characteristics

In this research, the unit of analysis is food supplement businesses in Thailand. The marketing directors or marketing managers of each firm are set as the 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 food supplement businesses are also described, including business type, products types, business category, main business location, business operating capital, the period of time in business, the number of employees, and the average annual income.

<u>Respondent Characteristics</u>

A total of 122 key informants presented the overall characteristics as presented in Table 1B (Appendix B). Most of the respondents are male (50.82 percent). A plurality of age span of respondents is 41-50 years old (35.25 percent). The respondents are generally married (65.57 percent). More than half of the respondents obtained a higher bachelor’s degree (61.48 percent). In addition, the plurality of the respondents has been at their jobs for more than 15 years (49.19 percent), and 39.34 percent have a monthly salary of more than 125,000 baht. Finally, 38.52 percent of the respondents hold the position of marketing director.

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Food Supplements Business Characteristics

The characteristics of the businesses that responded to the survey are shown in Table 1C (Appendix 1C). Of the companies that responded, 4.10 percent are limited companies and 95.90 percent are business-to-business and customer companies. The products types of 44.26 percent of the respondents is health food supplements. Most of the respondents are business and customer (67.21 percent). The food supplement businesses that responded are mostly located in Bangkok Province (48.36 percent). The operating capital of 50.82 percent of the respondents is lower than 10,000,000 baht. The period of time in business is more than 15 years (31.15 percent). Most of the respondents have fewer than 50 employees (59.84 percent). Finally, the average annual income is less than 20,000,000 baht (53.28 percent).

Correlation Matrix of Variables Analysis

This research uses the Pearson correlation for verifying any multicollinearity problems and explores the relationship between any pair of the variables. The results of the correlation analysis are presented in Table 10. 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 0.80 (Hair et al., 2006). For correlation analysis, the empirical evidence suggests that there are relationships among the five dimensions of strategic brand management capability ($r = .433-.798$, $p < .01$). Likewise, the correlations among the same level of consequents, including customer commitment, market acceptance, and stakeholder reliability are positively significant. ($r = .553-.817$, $p < .01$). Moreover, there are positive relationships among the antecedents, including marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition ($r = .505-.783$, $p < .01$). Accordingly, the results of correlation between the same levels of variables indicate that all concerned bivariate correlation values exceed 0.80; but VIF values are below 10, so no problem with multicollinearity was found.

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Table 10: Descriptive Statistics and Correlation Matrix of Strategic Brand Management Capability and all Constructs

Variables	BEO	BIC	BICA	BPF	BICO	CCO	MAC	SRE	BPE	FSU	MVP	CLE	MRE	TAC	RCO	ICU	FC	FE
MEAN	4.465	4.670	4.619	4.385	4.449	4.328	4.291	4.246	4.239	4.262	4.405	4.406	4.336	4.357	4.409	4.588		
S.D.	.465	.407	.482	.520	.459	.461	.551	.533	.517	.560	.500	.521	.527	.503	.500	.473		
BEO	1.000																	
BIC	.537**	1.000																
BICA	.433**	.671**	1.000															
BPF	.529**	.687**	.697**	1.000														
BICO	.637**	.589**	.672**	.798**	1.000													
CCO	.342**	.362**	.134	.184*	.211*	1.000												
MAC	.269**	.459**	.407**	.450**	.378**	.553**	1.000											
SRE	.486**	.620**	.420**	.557**	.472**	.599**	.817**	1.000										
BPE	.287**	.498**	.408**	.374**	.313**	.590**	.566**	.589**	1.000									
FSU	.322**	.570**	.414**	.413**	.327**	.418**	.545**	.573**	.743**	1.000								
MVP	.512**	.603**	.667**	.583**	.549**	.204**	.505**	.520**	.394**	.505**	1.000							
CLE	.589**	.605**	.581**	.646**	.671**	.321**	.508**	.567**	.604**	.678**	.689**	1.000						
MRE	.348**	.575**	.461**	.580**	.381**	.301**	.679**	.651**	.524**	.582**	.618**	.622**	1.000					
TAC	.339**	.450**	.426**	.519**	.397**	.165	.586**	.471**	.441**	.563**	.615**	.583**	.762**	1.000				
RCO	.425**	.562**	.481**	.512**	.530**	.283**	.636**	.537**	.608**	.565**	.644**	.676**	.732**	.783**	1.000			
ICU	.338**	.616**	.647**	.569**	.512**	.312**	.577**	.589**	.429**	.559**	.598**	.535**	.563**	.546**	.505**	1.000		
FC	.163	189*	186*	.211*	.147	.006	.113	.107	.131	.155	.223*	.176	.238**	.205*	.244**	.185*	1.000	
FE	.121	.008	-.031	.036	146	-.002	.059	.002	-.048	-.063	.064	.014	-.023	.017	.081	-.116	.049	1.000

N = 122, ** Correlation is significant at the .01 level (2-tailde), * at the .05 level, FC = Firm Capital, FE= Experience

Hypotheses Testing and Results

The ordinary least squares (OLS) regression analysis is conducted in the research. The regression equation generated is a linear combination of the independent variables that best explains and predicts the dependent variable. Then, OLS is an appropriate method for examining the hypothesized relationships. Therefore, all hypotheses in this dissertation are demonstrated as 17 equations in the model. Furthermore, there are two dummy variables of firm capital and firm experience which are consistent with the data collection included in those equations for testing as follows.

The Effects of Each Dimension of Strategic Brand Management Capability on Its Consequences

Figure 7: The Effects of Strategic Brand Management Capability on Its Consequences, Brand Performance, and Firm Survival

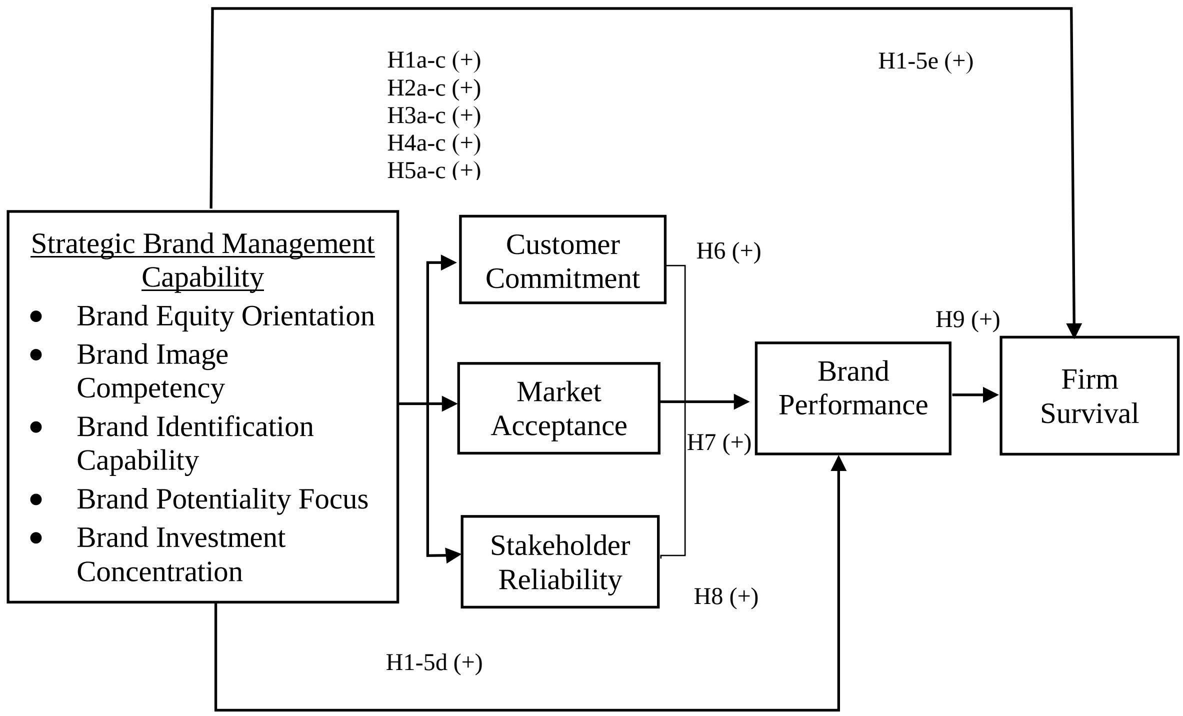

Figure 7 demonstrates the relationships between the five dimensions of strategic brand management capability on its consequences based on Hypotheses 1a-1e, 2a-2e, 3a-3e, 4a-4e, 5a-5e, 6, 7, 8, and 9. This research proposes that the five dimensions of strategic brand management capability are positively associated with its

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consequences from the regression model according to Chapter 3. Thus, Table 11 presents the results of OLS regression analysis of the relationships among five dimensions of brand management capability and customer commitment, market acceptance, and stakeholder reliability, brand performance, and firm survival. These hypotheses are analyzed from the regression equation in equations 1, 2, 3, 4, 5, 6, and 7 according to Chapter 3. Thus, the results of the OLS regression analysis are shown in Table 12 and Table 13.

Table 11: Descriptive Statistics and Correlation Matrix for Strategic Brand Management Capability and Its Consequence

Variables	BEO	BIC	BICA	BPF	BICO	CCO	MAC	SRE	BPE	FSU	FC	FE
MEAN	4.465	4.670	4.619	4.385	4.449	4.328	4.291	4.246	4.239	4.262		
S.D.	.465	.407	.482	.520	.459	.461	.551	.533	.517	.560		
BEO	1.000											
BIC	.537**	1.000										
BICA	.433**	.671**	1.000									
BPF	.529**	.687**	.697**	1.000								
BICO	.637**	.589**	.672**	.798**	1.000							
CCO	.342**	.362**	.134	.184*	.211*	1.000						
MAC	.269**	.459**	.407**	.450**	.378**	.553**	1.000					
SRE	.486**	.620**	.420**	.557**	.472**	.599**	.817**	1.000				
BPE	.287**	.498**	.408**	.374**	.313**	.590**	.566**	.589**	1.000			
FSU	.322**	.570**	.414**	.413**	.327**	.418**	.545**	.573**	.743**	1.000		
FC	.163	189*	186*	.211*	.147	.006	.113	.107	.131	.155	1.000	
FE	.121	.008	-.031	.036	146	-.002	.059	.002	-.048	-.063	.049	1.000

N = 122, ** Correlation is significant at the .01 level (2-tailde), * at the .05 level, FC = Firm Capital, FE= Experience

Table 11 presents the correlations between strategic brand management capability dimensions and its consequences. The results show that each dimension of strategic brand management capability consists of brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration that affect the consequence variables (customer commitment, market acceptance, and stakeholder reliability, brand performance, and firm survival).

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Firstly, the relationships between each dimension of strategic brand management capability and customer commitment are positively significant ($r = .342$, $p < .01$; $r = .362$, $p < .01$; $r = .134$, $p > .05$; $r = .184$, $p < .05$; $r = .211$, $p < .05$). Secondly, each dimension of strategic brand management capability has a significant positive effect on market acceptance ($r = .269$, $p < .01$; $r = .459$, $p < .01$; $r = .407$, $p < .01$; $r = .450$, $p < .01$; $r = .378$, $p < .01$). Thirdly, each dimension of strategic brand management capability is positively related to stakeholder reliability ($r = .486$, $p < .01$; $r = .620$, $p < .01$; $r = .420$, $p < .01$; $r = .557$, $p <. 01$; $r = .472$, $p < .01$). Fourthly, each dimension of strategic brand management capability and brand performance is positively significant ($r = .287$, $p < .01$; $r = .498$, $p < .01$; $r = .408$, $p < .01$; $r = .374$, $p < .01$; $r = .313$, $p < .01$). Finally, the results demonstrate that each dimension of strategic brand management capability and firm survival is positively significant ($r = .322$, $p < .01$; $r = .570$, $p < .01$; $r = .414$, $p < .01$; $r = .413$, $p < .01$; $r = .327$, $p < .01$) respectively. Accordingly, the evidence suggests that there are intercorrelations among all variables. However, these correlations are less than 0.80 as recommended by Hair et al. (2010). As a result, the multicollinearity problems should not be of concern.

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Table 12: Results of Regression Analysis for Effects of Each Dimension of Strategic Brand Management Capability on Its Consequent Constructs

Independent Variables	Dependent Variables				
	CCO	**MAC**	**SRE**	**BPE**	**FSU**
	H1-5a	**H1-5b**	**H1-5c**	**H1-5d**	**H1-5e**
	Model 1	**Model 2**	**Model 3**	**Model 4**	**Model 5**
Brand Equity Orientation (BEO)	.084 (.081)	-.044 (.074)	.086 (.076)	-.022 (.079)	.106 (.078)
Brand Image Competency (BIC)	**.217**** **(.081)**	**.269**** **(.074)**	**.443**** **(.101)**	**.247**** **(.079)**	**.193*** **(.078)**
Brand Identification Capability (BICA)	.018 (.082)	**.361**** **(.075)**	.102 (.109)	**.363**** **(.080)**	**.424**** **(.079)**
Brand Potentiality Focus (BPF)	**.430**** **(.081)**	**.427**** **(.074)**	**.386**** **(.114)**	**.315**** **(.079)**	**.264**** **(.078)**
Brand Investment Concentration (BICO)	-.035 (.084)	-.008 (.076)	**.298**** **(.111)**	.056 (.081)	.016 (.081)
Firm Capital (FC)	-.159 (.165)	-.033 (.151)	-.013 (.139)	.035 (.160)	.081 (.159)
Firm Experience (FE)	.020 (.168)	.216 (.153)	.095 (.138)	-.038 (.163)	-.057 (.162)
Adjusted R^2	.214	.346	.446	.258	.270
Maximum VIF	1.095	1.095	1.095	1.095	1.095

Beta coefficients with standard in parenthesis. **p<.01, *p<.05

With regard to potential problems relating to multicollinearity, variance inflation factors (VIFs) are used to test multicollinearity problems in each part of the regression analysis. In this case, the results in models 1-5 indicate that the maximum VIF is 1.095 as shown in Table 12. Thus, the VIF value is well below the cut-off value of 10 (Hair et al., 2010). Therefore, there are no significant multicollinearity problems confronted in this research.

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Table 12 presents the results of analyses for strategic brand management capability dimensions (brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration) and the five facets of the consequences (customer commitment, market acceptance, and stakeholder reliability, brand performance, and firm survival). The non-standardized coefficient with standard errors in parentheses is reported.

For the hypothesis testing, the results of OLS regression analysis were presented in Table 12. Firstly, the first dimension of strategic brand management capability and its consequential factors leads to brand equity orientation. The findings show that brand equity orientation are not significant with customer commitment (β_1 =.084, $p > .05$), market acceptance (β_8 = -.044, $p > .05$), stakeholder reliability (β_{15} =.086, $p > .05$), brand performance (β_{22} = -.022, $p > .05$), and firm survival (β_{29} =.106, $p > .05$). The result of brand equity orientation demonstrates that it is part of the market strategy which is not enough in a marketing concept. Brand equity orientation emphasizes maintaining and protecting instead of creating and developing brand equity due to brand equity orientation being a defensive orientation. However, the brand equity of a firm also requires it to be developed, nurtured and protected. Accordingly, brand equity orientation is necessary to preserve, although it does not increase market performance (M'Zungu, Merrilees, and Miller, 2010). Therefore, there is no relationship between brand equity and brand performance. The studies of Delgado-Ballester and Luis Munuera-Alemán (2005) claimed that an interesting point is that a firm might build up strong brand equity based on the relationships developed with consumers that could be undermined by the firm neglecting its relationships with other stakeholder groups. The findings are congruent with Dlacic and Kezman (2014) who found that brand equity does not have an influence on customers in the market. Brand equity orientation is needed in every organization to represent the value of the organization. However, it does not directly affect market performance such as in customer commitment, market acceptance, stakeholder reliability, brand performance, and survival of the firm. ***Thus, hypotheses 1a, 1b, 1c, 1d, and 1e, are not supported***.

The second dimension of strategic brand management capability and its consequential factors indicates that brand image competency has a significant positive influence on customer commitment ($\beta_2 = .217$, $p < .01$), market acceptance ($\beta_9 = .269$, $p < .01$), stakeholder reliability ($\beta_{16} = .443$, $p < .01$), brand performance ($\beta_{23} = .247$, $p < .01$), and firm survival ($\beta_{30} = .193$, $p < .05$). According to Fornell et al., 2006; and Ogba and Tan (2009), brand image has a positive impact on customer commitment. In addition, Tu, Liu, and Chang (2014) found that the competency of brand image is significantly correlated with customer commitment. The study of Anantadjaya et al. (2015) found that the competency of brand image significantly impacts market acceptance. When brand image competency is strong, it can be used to enhance a person's self-image, appeal to stakeholders, (Keller, 1993) and influence customers' purchase decisions; which has an impact on the corporation's financial revenues (Munoz, 2004). Brand image competency is the result of how brand is perceived by various stakeholders, leading to the reliability of the firm (Balmer and Greyser, 2002). Furthermore, De Chernatony and Harris (2000) mentioned that the competency of brand image can enable a firm to achieve higher overall performance, including higher sales. In line with Roth, 1995; Tu, Liu, and Chang (2014) found that brand image competency positively affects brand performance. Ogba and Tan (2009) found that organizations are depending on brand image for survival in a highly competitive environment. ***Thus, hypotheses 2a, 2b, 2c, 2d, and 2e are supported***.

The third dimension of strategic brand management capability and its consequential factors indicate that brand identification capability has a significantly positive effect on market acceptance ($\beta_{10} = .361$, $p < .01$), brand performance ($\beta_{24} = .363$, $p < .01$), and firm survival ($\beta_{31} = .424$, $p < .01$). The relationships among brand identification capability, market acceptance, and brand performance are supported by Bendixen et al., 2004; van Riel et al., 2005; Leek and Christodoulides, 2011; and Kotler and Pfoertsch, 2006, who argue that brand identification has a positive and significant influence on market acceptance and brand performance. In addition, the development of brand identity is a signal sent to stakeholders to improve their perception about a brand attribute level and increases confidence in brands' claims (Orr et al., 2011). The study of Kapferer (2004) suggested that in the long-term, better brand identity management of the brand leads to better performance of the products and services represented by the brand. Moreover, this is consistent with Roy and Banerjee (2008) who have suggested

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that brands with a strong brand identity have a significant effect on long-run survival and prosperity. ***Thus, hypotheses 3b, 3d, and 3e are supported.*** However, brand identification capability does not have an influence on customer commitment (β_3= .018, p >.05), and stakeholder reliability (β_{17} = .102, p > .05). Thus, the study is consistent with Park et al. (2013) who found that brand identification is not significantly related to customer commitment, because customers represent a brand's functional benefits, offering aesthetic appeal. As a result, it might not encourage the long-term outcomes of firm survival. ***Thus, hypotheses 3a, and 3c are not supported***.

The fourth dimension of strategic brand management capability and its consequential factors indicates that brand potentiality focus has a significantly positive effect on customer commitment (β_4 = .430, p < .01), market acceptance (β_{11} = .427, p < .01), stakeholder reliability (β_{18} = .386, p < .01), brand performance (β_{25} = .315, p < .01), and firm survival (β_{32} = .264, p < .01). As a result, it can postulate that brand potential involves the market, stakeholders, and consumers, such as investors and the public sector (Wagner and Peters, 2009; Jacobsen, 2012; Braun et al., 2013). Brand potential reflects the extent to which current customers increase their spending and new customers are attracted to the brand, with either existing or new products (Keller and Lehmann, 2009). This is consistent with Doyle (1990) who claimed that brand potential, which consists of anything that conceivably could be done to build customer preference and loyalty because of brand potentially play a strong role in influencing customer commitment and market acceptance. Furthermore, brands that potentially lead to sustainable competitive advantage can be viewed as rare resources (Capron and Hulland, 1999). The firm's ability about brand potential influences increased brand performance (Brexendorf, Bayus, and Keller, 2015). Likewise, Urde (1994) has mentioned that brand potentiality can gain a long-term competitive advantage, which for a growing number of companies, becomes a strategy for the survival of the firm. ***Thus, hypotheses 4a, 4b, 4c, 4d, and 4e are supported***.

The fifth dimension of strategic brand management capability and its consequential factors indicates that brand investment concentration has positive effects on stakeholder reliability (β_{19} = .298, p < .01). This is consistent with Haxthausen (2009) found that brand investment has a significant effect on the perceptions of employees, suppliers and other stakeholders. ***Thus, hypothesis 5c is supported.*** However, the findings show that there are nonsignificant relationships among brand investment concentration and customer commitment (β_5 = -.035, $p > .05$), market acceptance (β_{12} = -.008, $p > .05$), brand performance (β_{26} = .056, $p > .05$), and firm survival (β_{33} = .016, $p > .05$). Prior studies suggested that product quality through corporate brand investments might lose market acceptance, with negative consequences for profits and survival of the firm. Thus, it is consistent with this research which found that brand investment concentration has no relationships among market acceptance, and brand performance and firm survival (Biong and Silkoset, 2014). Also, prior research suggested that there is no evidence at all to support brand investment among customer commitment (Ping, 1993). Additionally, the firm's low level of investments in brand effect on customer commitment is less susceptible to customer satisfaction (Bügel, Buunk, and Verhoef, 2010). Moreover, the studies of Joshi and Hanssens (2010) found that brand investments may not be a driver for future brand performance. Additionally, brand management that invests heavily to create a strong brand in terms of a customer-based outcome is assumably inefficient as the brand investments will not lead to a high financial outcome (Hammerschmidt, Donnevert, and Bauer, 2008). If the firm delivers only brand investment concentration by ignoring the mental value of a customer in the market, these firms have not achieved their business objective, which affects firm survival. ***Thus, hypotheses 5a, 5b, 5d, 5e, and hypotheses 5 are not supported***.

Table 13: Results of Regression Analysis for the Effects of Customer Commitment, Market Acceptance, and Stakeholder Reliability on Brand Performance and Firm Survival

Independent Variables	Dependent Variables	
	BPE	FSU
	H6-8	H9
	Model 6	Model 7
Customer Commitment (CCO)	**.416**** **(.089)**	
Market Acceptance (MAC)	.221* (.115)	
Stakeholder Reliability (SRE)	.127 (.121)	
Brand Performance (BPE)		**.734**** **(.062)**
Firm Capital (FC)	.175 (.137)	.119 (.123)
Firm Experience (FE)	-.081 (.136)	-.062 (.122)
Adjusted R^2	.443	.545
Maximum VIF	3.189	1.021

Beta coefficients with standard in parenthesis. **p<.01, *p<.05

With regard to potential problems relating to multicollinearity, variance inflation factors (VIFs) are used to test multicollinearity problems in each part of regression analysis. In this case, the results in Models 6-7 indicate that the maximum VIF is 3.189 as shown in Table 13. Thus, the VIF value is well below the cut-off value of 10 (Hair et al., 2010). Consequently, there are no significant multicollinearity problems confronted in this research.

Additionally, Table 13 presents the results of OLS regression analysis that customer commitment, market acceptance, and stakeholder reliability has effects on brand performance and firm survival. The results show that customer commitment has a

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strong, significant, positive effect on brand performance (β_{36} = .416, p< .01). The results, according to prior studies, suggest that customer commitment has a significant effect on the brand performance of the firm (Srivastava et al., 1998). Also, Jang et al. (2008) found that the mediating role of customer commitment has been identified, and that this construct positively affects brand performance. ***Thus, Hypothesis 6 is strongly supported.***

Moreover, the findings reveal that market acceptance has significant, positive effects on brand performance (β_{37} = .221, p< .05). These results are according to prior research which recommends that market acceptance has a positive effect on the marketing performance of the firm (Kanchanda, Ussahawanitchakit, and Jhundra-indra, 2012) because brand performance is driven by marketing performance in organizations, which affects market share, sales, and profit increase. Moreover, Patel (2014) has mentioned that brand management integration affects higher levels of market acceptance and firm performance. Likewise, Chailom, and Ussahawanitchakit’s (2009) research revealed that market acceptance has a positive impact on firm performance. ***Thus, Hypothesis 7 is supported.***

Conversely, the results found no associations among stakeholder reliability on brand performance (β_{38} = .127, p> .05). In addition, Harrison and Freeman (1999) suggested that stakeholders are concerned about improving the financial performance of the firm. Moreover, the study of García, Gómez, and Molina (2012) suggested that stakeholders contributing less to the brand destination's success were identified, maybe because of conflicts among the different stakeholders in the destination-branding process. Likewise, this reliability of stakeholders might have different expectations regarding a brand (Jones, 2005). Therefore, consistent with this research, it was found that stakeholder reliability did not affect brand performance. The results conflict with those in literature which can explain that stakeholder reliability in the context of the food supplement businesses in Thailand tend to enhance their potential for brand performance. ***Thus, Hypothesis 8 is not supported.***

Furthermore, brand performance has significant, positive effects on firm survival (β_{41}= .734, p< .01). According to Viswanathan and Dickson (2007), corporations that possess a high degree of market power and core competencies would be in a better position of sustainable competitive advantage that supports firm survival. Previous research has shown that performance has a positive impact on survival (Delios and Beamish, 2001). Marketing performance is positively related to firm survival (Akkrawimut and Ussahawanitchakit, 2011). Moreover, Aaker and Biel (2013) found that brand performance is necessary for competitive survival and continued profitability. ***Hence, Hypothesis 9 is strongly supported.***

For the control variables, firm capital has no significant relationship with customer commitment (β_6 = -.159, p > .05), market acceptance (β_{13} = -.033, p > .05), stakeholder reliability (β_{20} = -.013, p > .05), brand performance (β_{27} = .081, p > .05), and firm survival (β_{34} = .035, p > .05), Therefore, the relationships among strategic brand management capability's dimensions (customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival) are not influenced by firm capital.

Likewise, firm experience also illustrates no significant relationships with customer commitment (β_7 = .020, p > .05), market acceptance (β_{14} = .216, p > .05), stakeholder reliability (β_{21} = .095, p > .05), brand performance (β_{28} = -.038, p > .05), and firm survival (β_{35} = -.057, p > .05), Hence, the relationships among strategic brand management capability's dimensions, customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival are not influenced by firm experience.

In summary, the findings illustrate that all dimensions of strategic brand management capability have a positive relationship with its consequences. Especially, brand image competency, brand potentiality focus, and brand identification capability, all show significant positive relationships to all of their consequences. Next, there is the relationship between the strategic brand management capability's dimensions and its antecedents.

Influences of Antecedents on Each Dimension of Strategic Brand Management Capability

There is an important part of analyzing the antecedents of strategic brand management capability. Figure 8 draws the theoretical linkage among marketing vision

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proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition; and the five dimensions of strategic brand management capability, including brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. Moreover, the regression equation in models 8–12 are described according to Chapter 3 which are used to develop Hypotheses 10-14.

Figure 8: Influences of Antecedents on Each Dimension of Strategic Brand Management Capability

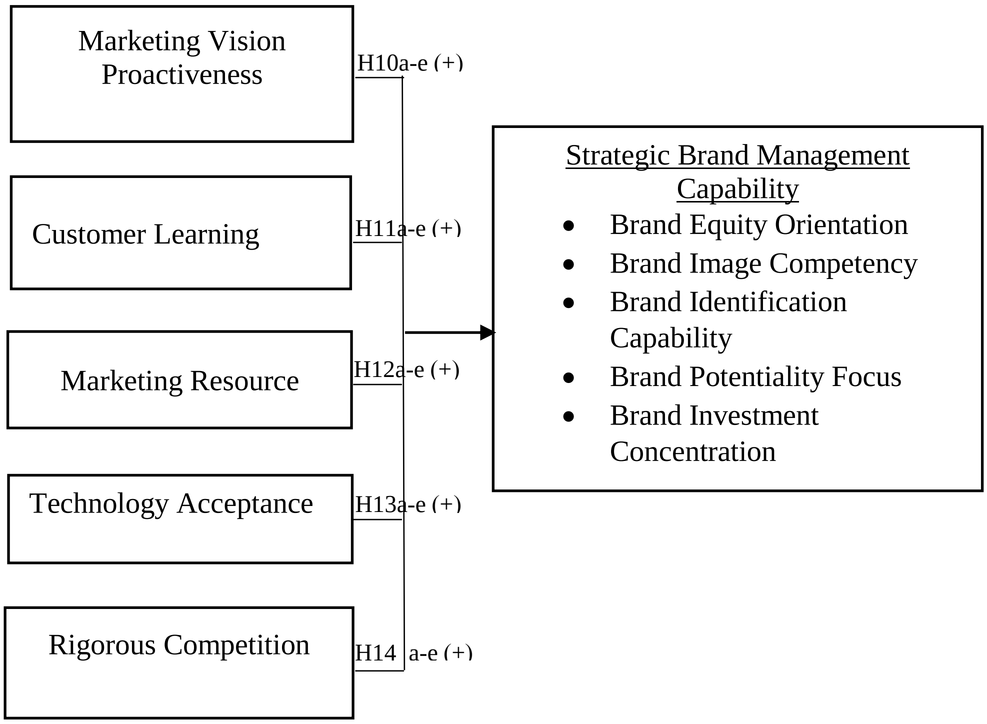

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Table 14: Descriptive Statistics, Correlation Matrix of Each Dimension of Strategic Brand Management Capability, and Its Antecedents

Variables	MVP	CLE	MRE	TAC	RCO	BEO	BIC	BICA	BPF	BICO	FC	FE
MEAN	4.405	4.406	4.336	4.357	4.409	4.465	4.670	4.619	4.385	4.449		
S.D.	0.500	0.521	0.527	0.503	0.500	0.465	0.407	0.482	0.520	0.459		
MVP	1.000											
CLE	.689**	1.000										
MRE	.618**	.622**	1.000									
TAC	.615**	.583**	.762**	1.000								
RCO	.644**	.676**	.732**	.783**	1.000							
BEO	.512**	.589**	.348**	.339**	.425**	1.000						
BIC	.603**	.605**	.575**	.450**	.562**	.537**	1.000					
BICA	.667**	.581**	.461**	.426**	.481**	.433**	.671**	1.000				
BPF	.583**	.646**	.580**	.519**	.512**	.529**	.687**	.697**	1.000			
BICO	.549**	.671**	.381**	.397**	.530**	.637**	.589**	.672**	.798**	1.000		
FC	.223*	.176	.238**	.205*	.244**	.163	.189*	.186*	.211*	.147	1.000	
FE	.064	.014	-.023	.017	.081**	.121	.008	-.031	.036	.146	.049	1.000

N = 122, ** Correlation is significant at the .01 level (2-tailde), * at the .05 level, FC = Firm Capital, FE= Experience

For the correlation analysis of the antecedent constructs, the results are exhibited in Table 14. The solutions reveal that antecedents (marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition) variables are significantly and positively correlated with each dimension of strategic brand management capability (brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration). The elaboration of inter-correlation is described as follows. Firstly, marketing vision proactiveness is positively correlated to brand equity orientation (r=.512, p< .01), brand image competency (r=.603, p< .01), brand identification capability (r=.667, p< .01), brand potentiality focus (r=.583, p< .01), and brand investment concentration (r=.549, p< .01). Secondly, customer learning is positively correlated to brand equity orientation (r=.589, p< .01), brand image competency (r=.605, p< .01), brand identification capability (r=.581, p< .01), brand potentiality focus (r=.646, p< .01), and brand investment concentration (r=.671, p< .01). Thirdly, marketing resource is positively correlated to brand equity orientation (r=.348, p< .01), brand image competency (r=.575, p< .01), brand identification capability

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(r=.461, p< .01), brand potentiality focus (r=.580, p< .01), and brand investment concentration (r=.381, p< .01). Fourthly, technology acceptance is positively correlated to brand equity orientation (r=.339, p< .01), brand image competency (r=.450, p< .01), brand identification capability (r=.426, p< .01), brand potentiality focus (r=.519, p< .01), and brand investment concentration (r=.397, p< .01). Lastly, rigorous competition is positively correlated to brand equity orientation (r=.425, p< .01), brand image competency (r=.562, p< .01), brand identification capability (r=.481, p< .01), brand potentiality focus (r=.512, p< .01), and brand investment concentration (r=.530, p< .01). Accordingly, the evidence suggests that there are intercorrelations among five antecedents and each dimension of strategic brand management capability. However, these correlations are less than 0.80 as recommended by Hair et al. (2010). As a result, the multicollinearity problems should not be of concern.

Table 15: Results of Regression Analysis for Effects of Antecedent Constructs on Each Dimension of Strategic Brand Management Capability

Independent Variables	**Dependent Variables**				
	BEO	**BIC**	**BICA**	**BPF**	**BICO**
	H10-14a	**H10-14b**	**H10-14c**	**H10-14d**	**H10-14e**
	Model 8	**Model 9**	**Model 10**	**Model 11**	**Model 12**
Marketing Vision Proactiveness (MVP)	**.292*** **(.110)**	**.277**** **(.105)**	**.585**** **(.103)**	**.338**** **(.100)**	.094 (.127)
Customer Learning (CLE)	**.413**** **(.114)**	**.265**** **(.109)**	.176 (.106)	**.354**** **(.104)**	**.354**** **(.132)**
Marketing Resources (MRE)	-.200 (.123)	**.315**** **(.117)**	.182 (.114)	.166 (.112)	-.192 (.142)
Technology Acceptance (TAC)	-.006 (.107)	.005 (.102)	.024 (.100)	.169 (.098)	-.177 (.124)
Rigorous Competition (RCO)	.146 (.106)	-.098 (.101)	**.239*** **(.099)**	**.265*** **(.097)**	.198 (.123)
Firm Capital (FC)	.115 (.150)	.022 (.142)	.026 (.139)	.060 (.136)	.054 (.172)

Table 15: Results of Regression Analysis for Effects of Antecedent Constructs on Each Dimension of Strategic Brand Management Capability (continued)

Independent Variables	Dependent Variables				
	BEO	**BIC**	**BICA**	**BPF**	**BICO**
	H10-14a	**H10-14b**	**H10-14c**	**H10-14d**	**H10-14e**
	Model 8	**Model 9**	**Model 10**	**Model 11**	**Model 12**
Firm Experience (FE)	.174 (.147)	-.060 (.140)	-.168 (.137)	.042 (.133)	**.478**** **(.169)**
Adjusted R^2	.378	.436	.463	.488	.175
Maximum VIF	2.947	2.947	2.947	2.947	2.947

Beta coefficients with standard in parenthesis. **p<.01, *p<.05

With regard to potential problems relating to multicollinearity, variance inflation factors (VIFs) are used to test multicollinearity problems in each part of regression analysis. In this case, the results in equations 8, 9, 10, 11, and 12 indicate that the maximum VIF is 2.947 as shown in Table 15. Thus, the VIF value is well below the cut-off value of 10 (Hair et al., 2010). Consequently, there are no significant multicollinearity problems confronted in this research.

Table 15 presents the results of OLS regression analysis for the relationships between the antecedents of strategic brand management capability (marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition) and the five dimensions of strategic brand management capability (brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration).

Firstly, the results found that marketing vision proactiveness has a positive impact on brand equity orientation (β_{44} = .292, p < .05), brand image competency (β_{51} = .277, p < .01), brand identification capability (β_{58} = .585, p < .01), and brand potentiality focus (β_{65} = .338, p < .01). These results are according to prior research which recommends that proactive marketing vision has a significant and positive effect on brand equity orientation (Tungbunyasiri and Ussahawanitchakit, 2014). In addition, company reputation is linked with the organization’s values, purpose, and market

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vision; thus, it can be expected to have a broader influence with a more direct impact on perceptions of the brand image of customer value and customer loyalty (Balmer, 2001). Likewise, Hatch and Schultz (2001) argue that marketing vision supports brand identity, and is integrated at all company levels which evolves with customer change. Interestingly, Keller and Lehmann (2009) mention that firms vary in terms of how well they can formulate a vision of what brand potential is and then capitalize on this vision to activate the brand's inherent brand potential. Moreover, Haeckel (2004) suggested that proactive vision induces better prediction, superior analysis, faster switching frames, and develops the understanding of systems knowledge and rapid response. Prior research found that the firms are required to adjust their strategic plans of decision actions by designing a business system through a focus on the amendment of marketing activities within the firm such as brand management (Hughes and Morgan, 2007). The results of this research found that increased marketing vision proactiveness has several benefits to the four dimensions of strategic brand management capability including brand equity orientation, brand image competency, brand identification capability, and brand potentiality focus of the firms. ***Therefore, Hypotheses 10a, 10b, 10c, and 10d are supported***. On the other hand, marketing vision proactiveness has no significant, positive relationship with brand investment concentration (β_{72} = .094, p > .05). According to Branson (2014), it is suggested that the firm should be a reciprocity between market vision, the business units, and brand strategy. Moreover, this vision is obviously general and has many details, including the starting points of brand investment which need to be developed further (Juhani Lehtonen, 2013). These results maybe imply that the executive should raise marketing vision proactiveness to the development of brand investment that links to stimulate the relationship between internal and external of the firm in the process of marketing activity. ***Thus, Hypothesis 10e is not supported***.

Secondly, the results reveal that customer learning has a significant, positive impact on brand equity orientation (β_{45} = .413, p < .01), brand image competency (β_{52} = .265, p < .01), brand potentiality focus (β_{66}= .354, p < .01), and brand investment concentration (β_{73} = .354, p < .01). This is consistent with Van Osselaer (2000) who argues for a learning process that enhances brand equity at the expense of quality-determining attributes. It is consistent with Erdem et al. (1999) who suggest that a firm focus on customer learning about attribute perceptions, tastes, choice sets and decision rules affect brand equity. Alessandri (2001) argues that a customer's learning about the brand affects a consumer's purchase decisions. In addition, brand management represents a favorable attitude toward a brand resulting in the consistent purchase of the brand over time, and it is the result of consumers' learning that one brand can satisfy their needs (Assael, 2001). Moreover, a customer learning process that seeks to match those associations held and involved with brand image, develops further as perceptions about a brand image as reflected by the brand associations held in a consumer's memory (Smith, 2004). This is consistent with the study of Brexendorf, Bayus, and Keller (2015) who suggest that customer learning has a strong influence on brand potential because of consumers who are loyal to the brand, adopt innovations earlier than do new customers. Additionally, Zahay and Griffin (2004) have suggested that a marketing database about customer learning has significant brand investments for business marketers, because these investments are made in the hope of improved relationships with customers, and ultimately business growth. ***Hence, Hypothesis 11a, 11b, 11d, and 11e are supported.*** On the other hand, customer learning has no significant, positive relationship with brand identification capability (β_{59} = .176, $p >$ .05). These results can be explained by the fact that the customer learning of each firm is different. According to Madhavaram, Badrinarayanan, and McDonald, (2005), firms should have to learn about customers for enhancing relationships by brand management through the brand identity of the firm. In fact, top executives of food supplement businesses should have customer learning about the adoption of brand identification capability to improve guest satisfaction and obtain customer loyalty. Customer learning will serve the needs of customers better by providing a brand that fits their needs best. ***Therefore, Hypothesis 11c is not supported***.

Thirdly, the results show that marketing resource is positively related to brand image competency (β_{53} = .315, $p < .01$). This is consistent with the study of Faircloth (2005) who found that a resource is a significant contributor to a positive brand image that supports the organization. Moreover, Xiao, Jing (2011) stated that marketing resources led to brand image optimization, and can bring visible, actual, company

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performance improvement. Likewise, M'zungu, Merrilees, and Miller (2010) found that firms which devote considerable marketing resources to training and continuous learning, emphasize product and brand knowledge, and role playing. ***Therefore, Hypothesis 12b is supported***. Whereas, marketing resource has no significant positive relationship with brand equity orientation (β_{46} = -.200, > .05), brand identification capability (β_{60} = .182, p > .05), brand potentiality focus (β_{67}= .166, p > .05), and brand investment concentration (β_{74} = -.192, p > .05). These results represent that the marketing resource of firms is inconsistent with the brand and marketing activities operations. This is consistent with the study of Capron and Hulland (1999) who mention that the acquisition is regarded as a means to capture new marketing resources in that firms find it difficult to internally develop things such as brand management and/or sales forces. The studies of Keller and Lehmann (2009) have suggested that the operation of a firm found that marketing resources, skills, and other assets cause diversion to other areas, making it difficult or even impossible to achieve a brand's potential. ***Hence, Hypothesis 12a, 12c, 12d, and 12e are not supported.***

Fourthly, the results point out that technology acceptance has no significant relationships with brand equity orientation (β_{47} = -.006, > .05), brand image competency (β_{54} = .005, p > .05), brand identification capability (β_{61} = .024, p > .05), brand potentiality focus (β_{68}= .169, p > .05), and brand investment concentration (β_{75} = -.177, p > .05). These results may relate a lack of interest in the external environment about technology acceptance in the development of marketing strategy. Because in various contexts of technology adoption, it focuses more on the technological perspective, which makes it insufficient to incorporate the effects of individual or organizational factors on the adoption process of the brand management combined with the product itself to create brand equity and affect a buyer's decision-making (Wu et al., 2011). One reason would be possible that technology has complexity, for which employees have a concern about using technology, and may lack knowledge and training. Therefore, employees do not accept the technology to operate within the organization. However, top executives should have developed technology acceptance in an organization to the satisfaction of customers of food supplement businesses in Thailand. ***Therefore, Hypothesis 13a, 13b, 13c, 13d, and 13e are not supported.***

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Finally, the results explain that rigorous competition is positively associated with brand identification capability (β_{62} =. 239, $p < .05$), and brand potentiality focus (β_{69}= .265, $p < .05$). This result indicates that rigorous competition is considered for this attribute in that it is interconnected with the economic life of the brand. Also, adopting this new brand management perspective is essential in today's competitive environments, characterized by very similar commercial goods and services, the rapid imitation of innovation, and a rigorous competition (Santos-Vijande et al., 2013). Moreover, Deepa, and Chitramani (2013) mention that a rigorous competition effect on companies needs to take up brand-building strategies seriously, because branding is considered as one of the important means in establishing and maintaining competitive advantage by most of the companies in various industries. The studies of O'Cass and Ngo (2007b) identified competitive intensity as influencing a firm's strategic type and characteristics that drive a superior brand management leading to brand performance. ***Thus, Hypotheses 14c, and 14d are supported.*** On the other hand, rigorous competition has no significant influence on brand equity orientation (β_{48} = .146, > .05), brand image competency (β_{55} = -.098, $p > .05$), and brand investment concentration (β_{76} = .198, $p > .05$). Similarly, Zablah, Brown, and Donthu (2010) found that regardless of the number of brands available in the environment, which will illustrate more competition in business, it will have no effect on brand equity. Therefore, there is no relationship between rigorous competition and brand equity. Moreover, Malär et al. (2012) found that competitive intensity has a negative impact on brand management, which decreases market share. ***Therefore, Hypothesis 14a, 14b, and 14e are not supported***.

For the control variables, firm capital has no significant influence on brand equity orientation (β_{49} = .115, > .05), brand image competency (β_{56} = .022, $p > .05$) brand identification capability (β_{63} =. 026, $p > .05$), brand potentiality focus (β_{70} =. 060, $p > .05$), and brand investment concentration (β_{77} = .054, $p > .05$). Therefore, the relationship between antecedents and each dimension of strategic brand management capability (brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration) are not affected by firm capital.

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Additionally, firms experience a positive effect on brand investment concentration (β_{78} =. 478, p < .01). These results can explain that higher-experienced firms are likely to implement and renew strategy more than younger ones (Baden-Fuller and Volberda, 1997). Meanwhile, firm experience has no significant effect on brand equity orientation (β_{50} = .174, > .05), brand image competency (β_{57} = -.060, p > .05) brand identification capability (β_{64} = -.168, p > .05), and brand potentiality focus (β_{71} =. 041, p > .05). Hence, the relationship between antecedents and each dimension of strategic brand management capability (brand equity orientation, brand image competency, brand identification capability, and brand potentiality focus) are not affected by firm experience.

Influences of Antecedents on Each Dimension of Strategic Brand Management Capability and the Moderating Effects of Innovation Culture

Figure 9 diagrams the role of the moderating effect of innovation culture and its influence on the relationships among marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition; and the five dimensions of strategic brand management capability, including brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. Moreover, the regression equations in models 13-17 as described according to Chapter 3 were used to develop Hypotheses 15(a-e) to 19(a-e).

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Figure 9: Influences of Antecedents on Each Dimension of Strategic Brand Management Capability and the Moderating Effects of Innovation Culture

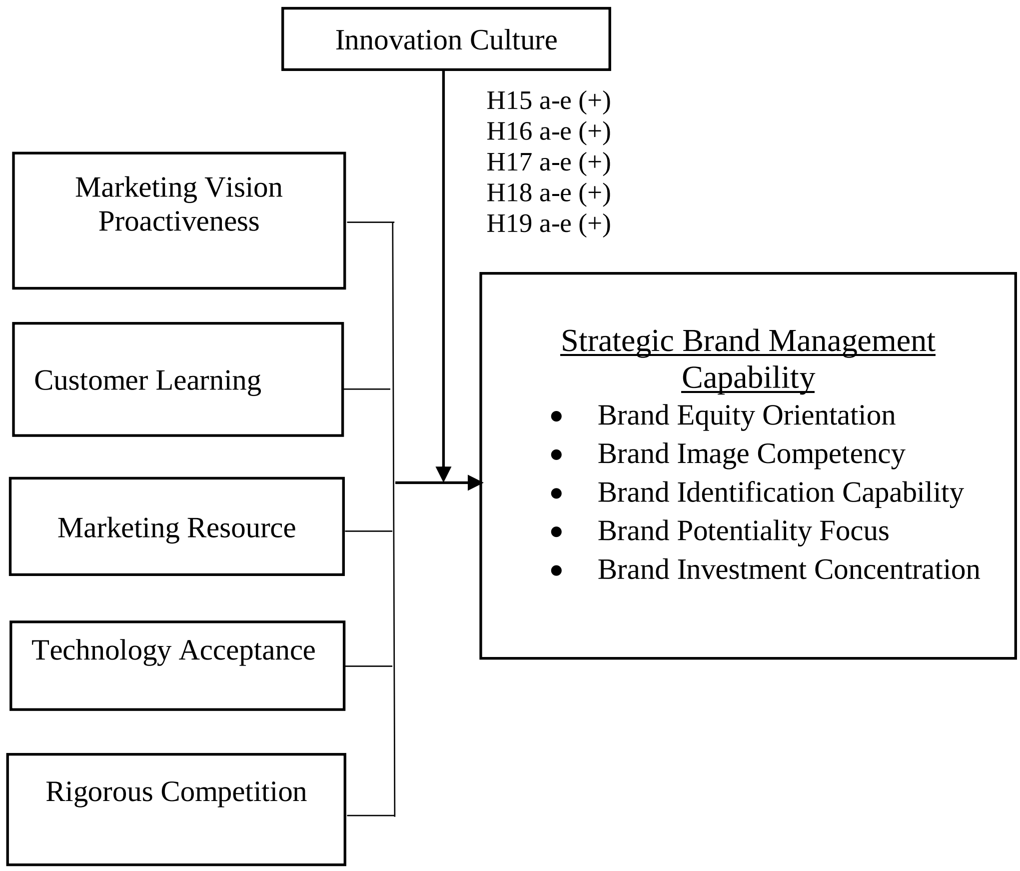

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Table 16: Descriptive Statistics and Correlation Matrix of Antecedents on Each Dimension of Strategic Brand Management Capability and the Moderating Effects of Innovation Culture

Variables	MVP	CLE	MRE	TAC	RCO	ICU	BEO	BIC	BICA	BPF	BICO	FC	FE
MEAN	4.405	4.406	4.336	4.357	4.409	4.588	4.465	4.670	4.619	4.385	4.449		
S.D.	0.500	0.521	0.527	0.503	0.500	0.473	0.465	0.407	0.482	0.520	0.459		
MVP	1.000												
CLE	.689**	1.000											
MRE	.618**	.622**	1.000										
TAC	.615**	.583**	.762**	1.000									
RCO	.644**	.676**	.732**	.783**	1.000								
ICU	.598**	.535**	.563**	.546**	.505**	1.000							
BEO	.512**	.589**	.348**	.339**	.425**	.338**	1.000						
BIC	.603**	.605**	.575**	.450**	.562**	.616**	.537**	1.000					
BICA	.667**	.581**	.461**	.426**	.481**	.647**	.433**	.671**	1.000				
BPF	.583**	.646**	.580**	.519**	.512**	.569**	.529**	.687**	.697**	1.000			
BICO	.549**	.671**	.381**	.397**	.530**	.512**	.637**	.589**	.672**	.798**	1.000		
FC	.223*	.176	.238**	.205*	.244**	.185*	.163	.189*	.186*	.211*	.147	1.000	
FE	.064	.014	-.023	.017	.081**	-.116	.121	.008	-.031	.036	.146	.049	1.000

N = 122, ** Correlation is significant at the .01 level (2-tailde), * at the .05 level, FC = Firm Capital, FE= Experience

For the correlation analysis of the moderating role of innovation culture, the results are exhibited in Table 16. The solutions reveal that innovation culture is significantly and positively correlated to each of the five dimensions of strategic brand management capability, including brand equity orientation (r =.388, p< .01), brand image competency (r =.616, p< .01), brand identification capability (r =.647, p< .01), brand potentiality focus (r =.569, p< .01), and brand investment concentration (r =.512, p< .01). The findings indicate that innovation culture is positively correlated to four antecedents, including marketing vision proactiveness (r = .598, p< .01), customer learning (r = .535, p< .01), marketing resource (r = .563, p< .01), technology acceptance (r = .546, p< .01), and rigorous competition (r = .505, p< .01).

Consequently, the evidence suggests that there are intercorrelations among the five dimensions of strategic brand management capability. However, these correlations are less than 0.80 as recommended by Hair et al. (2010). As a result, the multicollinearity problems should not be of concern.

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Table 17: Results of Regression Analysis for Effects of the Antecedent Constructs on Each Dimension of Strategic Brand Management Capability and Moderating Role of Innovation Culture

Independent Variables	**Dependent Variables**				
	BEO	**BIC**	**BICA**	**BPF**	**BICO**
	H15-19a	**H15-19b**	**H15-19c**	**H15-19d**	**H15-19e**
	Model 13	**Model 14**	**Model 15**	**Model 16**	**Model 17**
Marketing Vision Proactiveness (MVP)	**.310*** **(.121)**	.152 (.112)	**.540**** **(.104)**	**.408**** **(.111)**	**.334**** **(.104)**
Customer Learning (CLE)	**.460**** **(.121)**	**.268*** **(.111)**	**.212*** **(.104)**	**.313**** **(.111)**	**.540**** **(.103)**
Marketing Resources (MRE)	-.034 (.131)	**.300*** **(.121)**	.163 (.112)	.144 (.120)	.005 (.112)
Technology Acceptance (TAC)	-.061 (.113)	-.047 (.105)	.010 (.098)	.149 (.104)	.048 (.097)
Rigorous Competition (RCO)	-.080 (.112)	.147 (.113)	**.341**** **(.105)**	**.271*** **(.112)**	-.161 (.105)
Innovation Culture (ICU)	-.108 (.106)	.178 (.098)	**.222*** **(.091)**	.100 (.097)	.035 (.091)
ICU x MVP	.221 (.125)	.047 (.116)	.050 (.108)	-.036 (.115)	.131 (.107)
ICU x CLE	**.413**** **(.129)**	-.057 (.120)	.092 (.111)	**.310**** **(.119)**	.054 (.111)
ICU x MRE	.252 (.146)	-.141 (.135)	-.027 (.126)	.042 (.134)	-.031 (.125)
ICU x TAC	**.337**** **(.135)**	-.197 (.125)	**.329**** **(.116)**	.240 (.124)	**.434**** **(.116)**
ICU x RCO	.062 (.124)	.109 (.115)	**.270*** **(.107)**	.014 (.114)	**.388**** **(.106)**
Firm Capital (FC)	.129 (.145)	-.038 (.134)	-.029 (.125)	.003 (.133)	-.059 (.124)
Firm Experience (FE)	.133 (.145)	-.045 (.134)	-.072 (.125)	.147 (.133)	**.269*** **(.124)**
Adjusted R^2	.450	.530	.593	.536	.595
Maximum VIF	5.041	5.041	5.041	5.041	5.041

Beta coefficients with standard in parenthesis. **p<.01, *p<.05

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Furthermore, Table 17 reveals that the maximum VIF among five antecedents and innovation culture are 5.041, which is well below the cut-off value of 10 in the scale (Hair et al., 2010). Therefore, both VIF and correlations certify that multicollinearity problems do not occur.

Accordingly, Table 17 shows the OLS regression analysis of the role of the moderating effect of innovation culture on the relationships among each dimension of strategic brand management capability and its antecedents. Table 17 presents the analysis of the associations of each antecedent variable and the five strategic brand management capability dimensions and moderating role of innovation culture which are the summary of the consequents of Hypotheses 15-19.

Firstly, the results suggest that innovation culture does not significantly influence the relationship between marketing vision proactiveness and any of the dimensions of strategic brand management capability, including brand equity orientation (β_{79} = .221, p > .05), brand image competency (β_{92} = .047, p > .05), brand identification capability (β_{105} =.050, p >.05), brand potentiality focus (β_{118} = -.036, p > .05), and brand investment concentration (β_{131} = .131, p > .05). These results are inconsistent with prior studies suggesting that stronger culture definitely influences firms to achieve higher performance (Homburg and Pflesser, 2000). Likewise, Reid and De Brentani (2010) mention that market vision may change due to external pressures and internal environments in organizations (e.g., venture capital pressures, the plan to use short-term product-brands in a market, organizational culture, or intentional strategic decisions). The diverse characteristics of diverse organizational situations lead to change in strategic brand management. Therefore if a firm has a marketing executive, the conflict with the organizational goal would be an outcome in the failure of organizations and marketing management strategies that are changing. Moreover, prior research found that innovation commitment maybe fail in generating organization, no matter how appealing and appropriate to the vision in operation of the organization. Thus, it is consistent with this research which found that, in innovation culture, there is no relationship between marketing vision proactiveness and strategic brand management capability (Avolio and Bass, 1988; Chen et al., 2012). Although transformational marketing vision proactiveness plays an important role to each

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dimension of strategic brand management capability, there is no effect when there is interaction with innovation culture. Therefore, this research shows that the moderating of innovation culture has no significant effect on marketing vision proactiveness and dimensions of strategic brand management capability of food supplements businesses in Thailand. ***Thus, hypotheses 15a, 15b, 15c, 15d and 15e are not supported.***

Secondly, the interaction between innovation culture and customer learning is positively and significantly related to brand equity orientation (β_{80} = .413, < .01), and brand potentiality focus (β_{119} = .310, < .01). Prior research showed that customer learning may help the business to understand customer needs, create new products and services, and reduce the launch time of new products and services (Feng et al., 2012; McEvily and Marcus, 2005). In addition, Payne et al. (2009) argue that organizational learning is explicitly tied to customer learning in the context of brands. The studies of Aaker (2007) have suggested that innovative culture may help firms to recognize the importance of brand management, not only for the successful commercialization of the innovations, but also as a valuable tool to adopt new services more closely to customer demands, since the brand lends credibility and security. ***Therefore, Hypotheses 16a and 16d are supported***. On the other hand, in this research, the findings show that the moderating effect of innovation culture and customer learning has no significant, positive effects on brand image competency (β_{93} = -.057, $p > .05$), brand identification capability (β_{106} =.092, $p >.05$), and brand investment concentration (β_{132} = .054, $p > .05$). These results are inconsistent with prior studies suggesting that organizations with a strong innovative culture appear to recognize that building a successful brand depends not always on the interpretation of feedback received from customer learning of current customers and competitors, but instead on organizations’ ability to innovatively develop unique ways of delivering superior value to customers (O’Cass and Ngo, 2007a). It can be argued that a customer learning difference is not a good key determinant of direction in an operation of the food supplement business of the firms in Thailand. ***Thus, hypotheses 16b, 16c, and 16e are not supported.***

Thirdly, the moderating effect of innovation culture does not significantly influence the relationship between marketing resources and any of the dimensions of strategic brand management capability, including brand equity orientation (β_{81}= .252,

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p > .05), brand image competency (β_{94} = -.141, p > .05), brand identification capability (β_{107} = -.027, p >.05), brand potentiality focus (β_{120} = .042, p > .05), and brand investment concentration (β_{133} = -.131, p > .05). These results are inconsistent with prior studies suggesting that the increasing heterogeneity of brand management under corporate branding should enhance the marketing resources of the brand managers who can further leverage their brand image, brand potential, and brand identity; and will require greater emphasis on integration to arrive at congruent brand perceptions (Harris and De Chernatony, 2001). Prior research of Olavarrieta and Friedmann (1999) found that the effect of a culture may not be moderated by other important intangible (e.g. knowledge-related) resources such as market-sensing capabilities, imitation capabilities, and organizational innovativeness. It requires the consideration of both external factors (such as competitive environment) and internal factors (such as a firm's marketing resources). However, this research shows that the moderating of innovation culture has no significant effect on marketing resource and dimensions of strategic brand management capability. ***Thus, hypotheses 17a, 17b, 17c, 17d, and 17e are not supported.***

Fourthly, the results point out that the moderating effect of innovation culture and technology acceptance is positively and significantly related to brand equity orientation (β_{82} = .337, p < .01), brand identification capability (β_{108} =.329, p < .01), and brand investment concentration (β_{134} = .434, p < .01). Prior research has demonstrated that brand management was driven by both internal and external environments (O'Cass and Ngo, 2007a). From an example about the internal environment, Lee, Yoon, Lee, and Park (2009) found that innovation culture may play a key role in the relationship between technological and product innovation. In addition, Doyle (1989) indicates that innovation culture in many ways, including developments of new technology acceptance, new positioning concepts, new distribution channels, and new market segments, led to a successful brand. The study of Tomlin (1991) discussed the possibility of proactively shaping organizational culture to achieve closer alignment with the use of technology goals of the brand management within the firm. Moreover, the study of Christodoulides et al. (2006) found that acceptance of the technology supplements the rational evaluation of the functional and technical

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performance of the strategic brand management. Thus, the organization has innovation culture, which helps an employee accept using increased technology to operate regarding brand management of food supplement businesses in Thailand. ***Therefore, Hypotheses 18a, 18c and 18e are supported***. On the contrary, the moderating effect of innovation culture and technology acceptance has no significant, positive effects on brand image competency (β_{95} = -.197, p > .05), and brand potentiality focus (β_{121} = .240, p > .05). However, the structural contradictions initially encountered between technology acceptation and culture has maybe led to emergent uses of the technology, which, over time, has led to some degree of cultural and management transformation of the firm (Leidner and Kayworth, 2006). These results show that technology acceptance does not have a direct impact on brand image competency and brand potentiality focus; while innovation culture moderators were not statistically significant. ***Thus, Hypotheses 18b, and 18e are not supported.***

Finally, the results explain that the moderating effect of innovation culture and rigorous competition is positively and significantly related to brand identification capability (β_{109}=.270, p < .01), and brand investment concentration (β_{141}= .388, p < .01). The prior research of O'Cass and Ngo (2007b) found that the perceived rigorous competition of the industry influences a firm's level of innovation culture which positively influences brand performance. Additionally, it also found that it can be a stimulus to have better strategic brand management (Santos-Vijande, 2013). Moreover, innovative culture pushes an organization to be external-positioning, competitive-seeking, and more interested in managing market intelligence, including new business ideas, technological breakthroughs, and taking aggressive competitive moves (O'Cass and Ngo, 2007a). In addition, the study of Webster (1995) noted that organizational culture consists of a multifaceted construct that encompasses the importance placed on a product or brand, interpersonal relationships, the selling task, the organization, internal communications, and innovativeness. A firm that is characterized as having innovation culture, therefore, explicitly emphasizes achievement, competition productivity, and profitability. Furthermore, Bartek et al. (2007) proposed that a focus on brand management helps companies create value in an environment that is plagued by rigorous competition. It keeps investments directed toward select areas that help sustain comparative advantage. Also, the 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 such as brand identification about designs, colors, and symbols etc. (Simões and Dibb, 2001). These findings also argued that innovation culture is the best appropriate moderating effect between rigorous competition and dimensions of strategic brand management (brand identification capability, and brand investment concentration). ***Therefore, Hypotheses 19c and 19e are supported***. On the other hand, in this research, the findings show that the moderating effect of innovation culture and rigorous competition has no significant, positive effects on brand equity orientation (β_{93} = -.057, p > .05), brand image competency (β_{93} = -.057, p > .05), and brand potentiality focus (β_{132}= .054, p > .05). The prior research of Low and Mohr (2000) suggests that intense competition can also lead managers to shift funds away from the brand management of the firm as an attempt to take market share from competitors. This is consistent with the study of Sanders Jones and Linderman (2014) which found that the influence of a firm's innovation is not dependent on competitive intensity. Thus, it is consistent with this research which found that, in innovation culture, there is no relationship between rigorous competition and three dimensions of strategic brand management capability including brand equity orientation, brand image competency, and brand potentiality focus. These results indicate that although the literature review has posited a hypothesis for a positive relationship, it might be possible to invert the relationship with a different sample. ***Therefore, Hypotheses 19a, 19b, and 19d are not supported.***

For the control variables, firm capital has no significant relationship among the antecedent variables with brand equity orientation (β_{90} = .129, > .05), brand image competency (β_{103} = -.038, p > .05) brand identification capability (β_{116} = -. 029, p > .05), and brand potentiality focus (β_{129} =. 003, p > .05), and brand investment concentration (β_{142} = -.059, p > .05). Therefore, the relationship among strategic brand management capability's dimensions and its antecedents are not influenced by firm capital.

Likewise, firm experience has a positive relationship with brand investment concentration (β_{143} =. 269, p < .01). These results can explain that firms with more

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experience about brand management gain more profit than firms with low experience (Smith, Smith and Wang, 2010). On the other hand, firm experience has no significant relationships with brand equity orientation (β_{91} = .133, > .05), brand image competency (β_{104} = -.045, p > .05) brand identification capability (β_{117} = -.072, p > .05), and brand potentiality focus (β_{130} =. 147, p > .05). So, the relationship between antecedents and each dimension of strategic brand management capability (brand equity orientation, brand image competency, brand identification capability, and brand potentiality focus) are not influenced by firm experience, even though the relationships are motivated by innovation culture.

Summary

This chapter presents ordinary regression analysis in this research which consisted of two main sections. The first section indicates the respondent and sample characteristics in frequency and percentage. The correlations among all variables are analyzed and are presented as a correlation matrix. The descriptive statistics, mean and standard deviation are exhibited in this section. Another section highlights the results and discussions of hypotheses testing. The results of the testing of the posited 19 hypotheses showed five fully-supported hypotheses (Hypotheses 2, 4, 6, 7, and 9), nine partially-supported hypotheses (Hypotheses 3, 5, 10, 11, 12, 14, 16, 18, and 19) and five non-supported hypotheses (Hypotheses 1, 8, 13, 15, and 17). However, the research indicated that strategic brand management capability contains brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration, which have a partial, direct effect on customer commitment, market acceptance, stakeholder reliability, and brand performance.

In addition, the consequences, as customer commitment, market acceptance, and stakeholder reliability, have a partial direct effect on brand performance. Also, the consequences, as brand performance, have a partial direct effect on firm survival. According to the aforementioned findings, the results found partial mediating effects of commitment, market acceptance, stakeholder reliability, and brand performance on strategic brand management capability and firm survival relationships. Moreover, the antecedents of strategic brand management capability, including marketing vision

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proactiveness, customer learning, marketing resource, and rigorous competition, have a partial direct effect on each dimension of strategic brand management capability. Furthermore, technology acceptance has negative effects on all dimensions of strategic brand management capability. Hence, it is noted that marketing vision proactiveness, customer learning, marketing resource, and rigorous competition play the role as key drivers of strategic brand management capability. Additionally, the moderating effect of innovation culture partially moderates between the antecedents and some strategic brand management capability dimensions. However, most are supported and shown in Table 18 below.

The next chapter illustrates the conclusion of the research which provides a summary of the entire research. Additionally, the contributions, limitations, and research directions for further research are also discussed.

Table 18: Summary of the Results of Hypotheses Testing

Hypotheses	**Description of the Hypothesized Relationships**	**Results**
H1a	Brand equity orientation will positively relate to customer commitment.	Not Supported
H1b	Brand equity orientation will positively relate to market acceptance.	Not Supported
H1c	Brand equity orientation will positively relate to stakeholder reliability.	Not Supported
H1d	Brand equity orientation will positively relate to brand performance.	Not Supported
H1e	Brand equity orientation will positively relate to firm survival.	Not Supported
H2a	Brand image competency will positively relate to customer commitment.	Supported
H2b	Brand image competency will positively relate to market acceptance.	Supported

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Table 18: Summary of the Results of Hypotheses Testing (continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H2c	Brand image competency will positively relate to stakeholder reliability.	Supported
H2d	Brand image competency will positively relate to brand performance.	Supported
H2e	Brand image competency will positively relate to firm survival.	Supported
H3a	Brand identification capability will positively relate to customer commitment.	Not Supported
H3b	Brand identification capability will positively relate to market acceptance.	Supported
H3c	Brand identification capability will positively relate to stakeholder reliability.	Not Supported
H3d	Brand identification capability will positively relate to brand performance.	Supported
H3e	Brand identification capability will positively relate to firm survival.	Supported
H4a	Brand potentiality focus will positively relate to customer commitment.	Supported
H4b	Brand potentiality focus will positively relate to market acceptance.	Supported
H4c	Brand potentiality focus will positively relate to stakeholder reliability.	Supported
H4d	Brand potentiality focus will positively relate to brand performance.	Supported
H4e	Brand potentiality focus will positively relate to firm survival.	Supported

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Table 18: Summary of the Results of Hypotheses Testing (continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H5a	Brand investment concentration will positively relate to customer commitment.	Not Supported
H5b	Brand investment concentration will positively relate to market acceptance.	Not Supported
H5c	Brand investment concentration will positively relate to stakeholder reliability.	Supported
H5d	Brand investment concentration will positively relate to brand performance.	Not Supported
H5e	Brand investment concentration will positively relate to firm survival.	Not Supported
H6	Customer commitment will positively relate to brand performance.	Supported
H7	Market acceptance will positively relate to brand performance.	Supported
H8	Stakeholder reliability will positively relate to brand performance.	Not Supported
H9	Brand performance focus will positively relate to firm survival.	Supported
H10a	Marketing vision proactiveness will positively relate to brand equity orientation.	Supported
H10b	Marketing vision proactiveness will positively relate to brand image competency.	Supported
H10c	Marketing vision proactiveness will positively relate to brand identification capability.	Supported
H10d	Marketing vision proactiveness will positively relate to brand potentiality focus.	Supported
H10e	Marketing vision proactiveness will positively relate to brand investment concentration.	Not Supported

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Table 18: Summary of the Results of Hypotheses Testing (continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H11a	Customer learning proactiveness will positively relate to brand equity orientation.	Supported
H11b	Customer learning proactiveness will positively relate to brand image competency.	Supported
H11c	Customer learning proactiveness will positively relate to brand identification capability.	Not Supported
H11d	Customer learning will positively relate to brand potentiality focus.	Supported
H11e	Customer learning will positively relate to brand investment concentration.	Supported
H12a	Marketing resource will positively relate to brand equity orientation.	Not Supported
H12b	Marketing resource will positively relate to brand image competency.	Supported
H12c	Marketing resource will positively relate to brand identification capability.	Not Supported
H12d	Marketing resource will positively relate to brand potentiality focus.	Not Supported
H12e	Marketing resource will positively relate to brand investment concentration.	Not Supported
H13a	Technology acceptance will positively relate to brand equity orientation.	Not Supported
H13b	Technology acceptance will positively relate to brand image competency.	Not Supported
H13c	Technology acceptance will positively relate to brand identification capability.	Not Supported

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Table 18: Summary of the Results of Hypotheses Testing (continued)

Hypotheses	**Description of the Hypothesized Relationships**	**Results**
H13d	Technology acceptance will positively relate to brand potentiality focus.	Not Supported
H13e	Technology acceptance will positively relate to brand investment concentration.	Not Supported
H14a	Rigorous competition will positively relate to brand equity orientation.	Not Supported
H14b	Rigorous competition will positively relate to brand image competency.	Not Supported
H14c	Rigorous competition will positively relate to brand identification capability.	Supported
H14d	Rigorous competition will positively relate to brand potentiality focus.	Supported
H14e	Rigorous competition will positively relate to brand investment concentration.	Not Supported
H15a	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand equity orientation.	Not Supported
H15b	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand image competency.	Not Supported
H15c	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand identification capability.	Not Supported
H15d	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand potentiality focus.	Not Supported

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Table 18: Summary of the Results of Hypotheses Testing (continued)

Hypotheses	**Description of the Hypothesized Relationships**	**Results**
H15e	Innovation culture positively moderates the relationships between marketing vision proactiveness and brand investment concentration.	Not Supported
H16a	Innovation culture positively moderates the relationships between customer learning and brand equity orientation.	Supported
H16b	Innovation culture positively moderates the relationships between customer learning and brand image competency.	Not Supported
H16c	Innovation culture positively moderates the relationships between customer learning and brand identification capability.	Not Supported
H16d	Innovation culture positively moderates the relationships between customer learning and brand potentiality focus.	Supported
H16e	Innovation culture positively moderates the relationships between customer learning and brand investment concentration.	Not Supported
H17a	Innovation culture positively moderates the relationships between marketing resource and brand equity orientation.	Not Supported
H17b	Innovation culture positively moderates the relationships between marketing resource and brand image competency.	Not Supported
H17c	Innovation culture positively moderates the relationships between marketing resource and brand identification capability.	Not Supported
H17d	Innovation culture positively moderates the relationships between marketing resource and brand potentiality focus.	Not Supported
H17e	Innovation culture positively moderates the relationships between marketing resource and brand investment concentration.	Not Supported

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Table 18: Summary of the Results of Hypotheses Testing (continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H18a	Innovation culture positively moderates the relationships between technology acceptance and brand equity orientation.	Supported
H18b	Innovation culture positively moderates the relationships between technology acceptance and brand image competency.	Not Supported
H18c	Innovation culture positively moderates the relationships between technology acceptance and brand identification capability.	Supported
H18d	Innovation culture positively moderates the relationships between technology acceptance and brand potentiality focus.	Not Supported
H18e	Innovation culture positively moderates the relationships between technology acceptance and brand investment concentration.	Supported
H19a	Innovation culture positively moderates the relationships between rigorous competition and brand equity orientation.	Not Supported
H19b	Innovation culture positively moderates the relationships between rigorous competition and brand image competency.	Not Supported
H19c	Innovation culture positively moderates the relationships between rigorous competition and brand identification capability.	Supported
H19d	Innovation culture positively moderates the relationships between rigorous competition and brand potentiality focus.	Not Supported
H19e	Innovation culture positively moderates the relationships between rigorous competition and brand investment concentration.	Supported

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CHAPTER V

CONCLUSION

The prior chapter illustrates the characteristics of key informants and organizations, descriptive statistics, a correlation matrix, and hypotheses testing. In order to summarize comprehensive discovery, this chapter initially highlights the conclusion as to the content of the research that includes the completion of all hypotheses outcomes as provided in the figure format. Subsequently, there are present the theoretical and managerial contributions, limitations, and future research directions that are described.

This research has investigated the effects of strategic brand management capability on the consequents, including customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival of food supplement businesses in Thailand. Additionally, marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition have been assigned as the antecedents of strategic brand management capability. Furthermore, one moderating variable was tested. Innovation culture was posited to reinforce relationships between the antecedents of strategic brand management capability and five dimensions of strategic brand management capability.

This study has provided the key research question being “How does strategic brand management capability relate to firm survival?” Indeed, there are five detailed research questions as follows: 1) How does each of five dimensions of strategic brand management capability relate to customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival? 2) How do customer commitment, market acceptance, stakeholder reliability relate to brand performance? 3) How does brand performance relate to firm survival? 4) How do marketing vision proactiveness, customer learning, marketing resource, technology acceptance and rigorous competition relate to each of the five dimensions of strategic brand management capability? and, 5) How does innovation culture moderate the relationships among marketing vision proactiveness, customer learning, marketing resource, technology acceptance, rigorous competition, and each of the five dimensions of strategic brand management capability?

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The conceptual model of this research is explained by three theories, including Brand Management Concept, Resource Advantage Theory, and Contingency Theory. First, Brand Management Concept was used to explain the relationship between strategic brand management capability and its consequents, while the resource advantage theory was used to express the strategic brand management capability and its outcomes. In addition, the contingency theory was applied to describe the relationship between antecedents, the moderating effect of innovation culture, and strategic brand management capability.

For research investigation, food supplement businesses in Thailand were selected as the research population. Also, the sample is derived from the database list of the Department of Business Development in Thailand (DBD) (www.dbd.go.th; last accessed December 3, 2016). The questionnaire instrument is implemented from a marketing scholar assortment that has validity and reliability, and is checked utilizing a pre-test approach. Both exploratory factor analysis and confirmation factor analysis are examined to verify the scale of validity and reliability. A total of 549 questionnaires were mailed to marketing directors and marketing managers who were determined as key informants. With regards to the data collected by mail questionnaire, 155 observations were returned, and 122 were usable. Approximately 23.55 percent is an effective response rate. The results in each hypothesis to answer each research question are described as follows:

For the relationships among the dimensions of strategic brand management capability and its consequents, according to the first specific research question, the results suggest that brand equity orientation has no significant and positive effect on all consequence relationships. Brand image competency and brand potentiality focus have significant, positive influences on all consequences. Brand identification capability has a positive effect on market acceptance, stakeholder reliability, brand performance, and firm survival. Brand investment concentration has a positive effect on stakeholder reliability. For the second specific research question, the results indicate that customer commitment and market acceptance have a significant and positive effect on brand performance. However, stakeholder reliability has no influence on brand performance. For the third specific research question, the finding presents that brand performance significantly and positively affects firm survival.

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For the relationship between the antecedents and strategic brand management capability, with regard to the fourth specific research question, the findings indicate that marketing vision proactiveness has a significant and positive effect on brand equity orientation, brand image competency, brand identification capability and brand potentiality focus. Customer learning has a significantly positive effect on brand equity orientation, brand image competency, brand potentiality focus, and brand investment concentration. Marketing resource positively affects brand image competency. Rigorous competition has a positive effect on brand identification capability, and brand potentiality focus. Technology acceptance has no influence on all dimensions of strategic brand management capability.

Finally, the findings according to the fifth research question show that innovation culture plays a moderating role on antecedents and strategic brand management capability. The results are that innovation culture has a partially-significant, positive influence on the relationships between each dimension of strategic brand management capability and its antecedents, but it has no influence on the relationships between marketing vision proactiveness and each dimension of strategic brand management capability. The results are summarized and shown in Table 19 below.

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Table 19: A Summary of Results in All Research Questions

Research Questions	Hypothesis	Results	Conclusion
<u>Specific Research Question</u> (1) How does each of five dimensions of strategic brand management capability relate to customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival?	H1a-e H2a-e H3a-e H4a-e H5a-e	Brand image competency and brand potentiality focus have significant positive influences all consequences. Also, brand identification capability, brand potentiality focus, and brand investment concentration have partially significant positive influences on all consequences except brand equity orientation has no influence on all consequence relationships.	Partially supported
(2) How does customer commitment, market acceptance, stakeholder reliability relate to brand performance?	H6, H7,H8	Customer commitment and market acceptance have a significant and positive effect on brand performance, except for stakeholder reliability have no influence on brand performance.	Partially supported

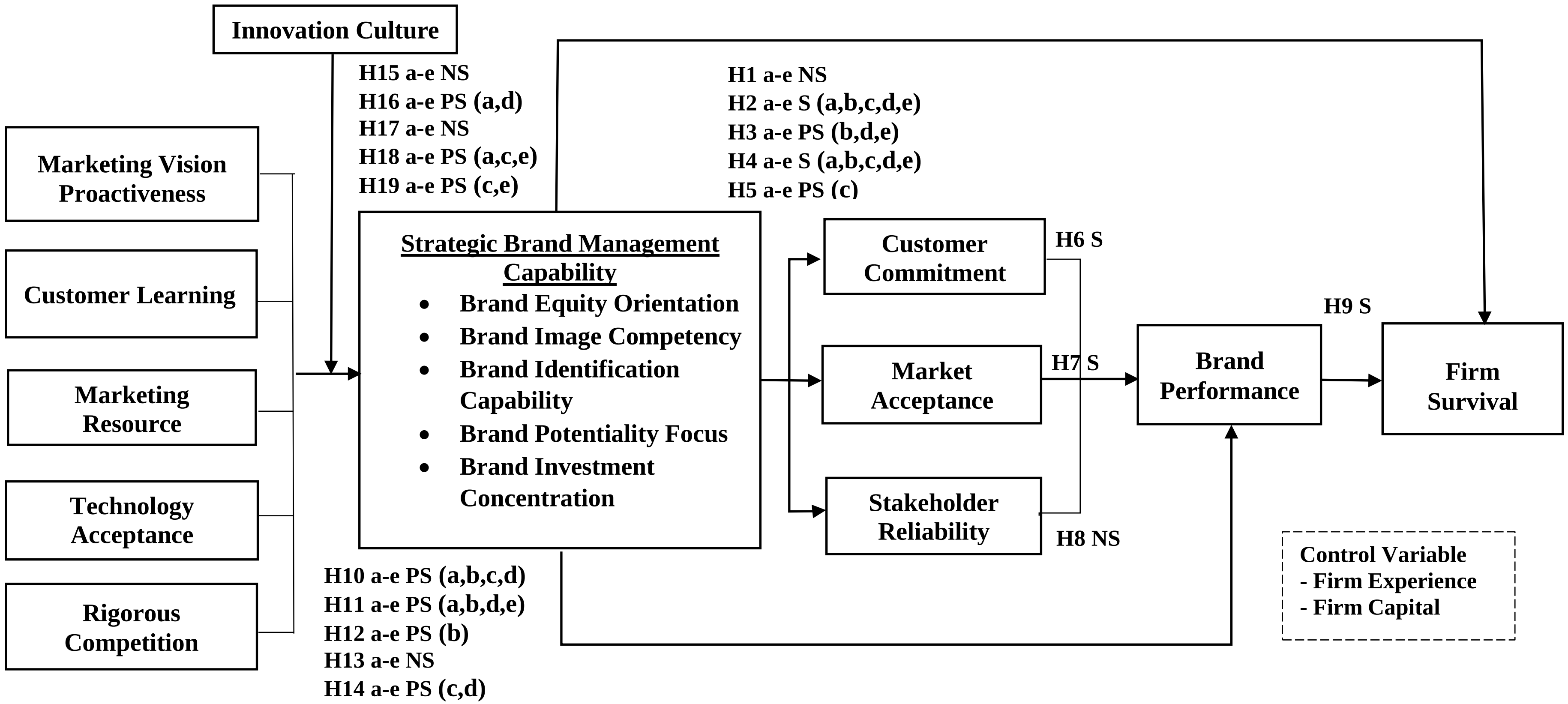
Table 19: A Summary of Results in All Research Questions (continued)

Research Questions	**Hypothesis**	**Results**	**Conclusion**
(3) How does brand performance relate to firm survival?	H9	Brand performance have a significant and positive effect on firm survival.	Fully Supported
(4) How does marketing vision proactiveness, customer learning, marketing resource, technology acceptance and rigorous competition relate to each of five dimensions of strategic brand management capability?	H10a-e H11a-e H12a-e H13a-e H14a-e	- Marketing vision proactiveness has a significant and positive effect on brand equity orientation, brand image competency, brand identification capability, and brand potentiality focus. - Customer learning has a significantly positive effect on brand equity orientation, brand image competency, brand potentiality focus, and brand investment concentration. - Marketing resource positively affects brand image competency. - Rigorous competition has a positive effect on brand identification capability, and brand potentiality focus. - Technology acceptance has no influence on all dimensions of strategic brand management capability.	Partially Supported

Table 19: A Summary of Results in All Research Questions (continued)

Research Questions	**Hypothesis**	**Results**	**Conclusion**
(5) How does innovation culture moderate the relationships among marketing vision proactiveness, customer learning, marketing resource, technology acceptance, rigorous competition, and each of the five dimensions of strategic brand management capability?	H15a-e H16a-e H17a-e H18a-e H19a-e	The moderating role of innovation culture is a partially significant positive influence on the relationships between each dimension of strategic brand management capability and its antecedents, but it has no influence on the relationships between marketing vision proactiveness and each dimension of strategic brand management capability.	Partially Supported

Figure 10: A Summary of the Results of the Hypotheses Testing



Note:

(S) = **Hypotheses Supported**

(PS) = **Hypotheses Partial Supported and supported hypotheses are shown in parentheses**

(NS) = **Hypotheses Not Supported**

Theoretical and Managerial Contributions

Theoretical Contribution

This paper attempts to gain more understanding of the relationships between strategic brand management capability and firm survival, its antecedents and moderators. It can be stated that this research provides four unique theoretical contributions. Firstly, from reviewing the literature of strategic brand management capability, it has been found that strategic brand management is widely described as an abstract concept, so empirical evidence of strategic brand management is introduced as varying concepts, depending on the notion of the researchers (e.g. Aaker, 1994; Hulland, Wade, and Antia, 2007). As a result, there is no clear empirical guideline of strategic brand management capability. Additionally, the prior literature found that there is little research examining the relationships between strategic brand management capability and other variables.

This research has sought to develop a more concrete concept, and gain more understanding regarding a new concept of strategic brand management capability by applying findings from the strategic brand management, brand management capability, and brand management literature. This research determines five dimensions of strategic brand management capability that includes: brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration. This research indicates that the most important three dimensions as brand image competency by firms focused on dominant product attributes and benefits. Brand potentiality focus, and firms focused on brand sale to be successful in the future. Brand identification capability, and firms emphasize specific characteristics of brand such as colors, designs, logotypes, names, and symbols. Moreover, this research has been developed to clarify the concept of strategic brand management capability, which will be useful for further study. Furthermore, this research has sought to identify the relevant constructs, including antecedents, consequents, and moderators that relate to the use of strategic brand management capability. However, brand equity orientation has no significant relationship with all consequences. One possible reason would be that brand equity orientation has the necessity in organizations to represent its value. Nevertheless, brand equity orientation a

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indirectly affects market performance such as in customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival. Thus, it should be used to protect and maintain brands more than to develop a strategic brand management capability.

Secondly, this research appropriately modifies the measurement of several constructs, including brand equity orientation, brand image competency, brand identification capability, brand potentiality focus, and brand investment concentration; and the five facets of the consequences (customer commitment, market acceptance, and stakeholder reliability, brand performance, and firm survival) which have been developed and applied. These applications can benefit further study for academics who are studying strategic brand management literature.

Thirdly, multiple theoretical perspectives are incorporated to explain the proposed relationships in the conceptual model. It is mentioned that real business phenomena are complex due to many internal and external factors; for example, firm strategy and competitive forces. Therefore, this research aims to develop the conceptual model that best explains as much as possible. As a result, two theories, including resource advantage theory, and contingency theory; and one concept, namely, brand management concept, are employed as a theoretical foundation of research. These theories enable researchers to better explain the relationships among constructs and to predict the results of those relationships.

Finally, strategic brand management has discovered that most of the existing research on strategic brand management 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 management capability.

Managerial Contribution

This research provides useful contributions and implications to the executive, marketing managers, or marketing directors in organizations. The results of this research suggests that strategic brand management capability firms should pay attention to identifying their brand image competency, brand potentiality focus, brand identification capability, and brand investment concentration, respectively. The

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identification of brand image competency is important for gaining customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival.

Firstly, firms have to shed light on brand image competency by the attribute and features of the products to create more customer acceptance. Moreover, the firm has to highlight on product/service quality development, improving and changing product features with continuously being able to response to market demands. Thus, a firm should emphasize finding the strategic brand image by linking customer expectation and customer impression to the brand image of the firm. The firm can deliberate on aspects of techniques to build the firm's reputation such as brand value creation, strategic brand image competency and corporate communication to customers.

Secondly, firms have to highlight brand potentiality focus that can be used as a firm's operational strategy to archive superior management. In addition, firms have to shed light on brand positioning, analyzing the brand acceptance, considering the clients' trust of a brand, and the utilization of the capability of a brand to build competitive advantage which leads to a stable firm in the current competitive environment. Hence, a firm should prepare valuable resources such as a budget for operational support, specialists in marketing analysis, and planning in short-term and long-term for effective strategy. Thus, it is clear that brand potentiality focus has a strong significance for firms to increase all of the firm outcomes; namely, customer commitment, market acceptance, stakeholder reliability, brand performance, and firm survival.

Thirdly, firms have to emphasize brand identification capability to create distinct products and services from competitors that can help customers who are aware of the identity of the products and services, and to increase customer and market responsiveness. Thus, a firm should focus on research and development of the product such as colors, logotypes, designs, names, and symbols. Brand identification capability is important for firms because it promotes a higher acceptance of the market, stakeholder reliability, brand performance increasing, and marketing survival encouragement.

Finally, firms have to emphasize brand investment concentration in featured development, which help to create a more effective management approach. Also, firms have to focus on budget allocation about personnel support to understand the brand of

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the firm which increases brand prominence, and improves customer service linked to product quality. Thus, firms should focus on brand investment concentration because high brand investment concentration can enhance the perceptions of the customer, market, and stakeholders leading to increased market performance.

In additional, the results of internal antecedents, including marketing vision proactiveness, customer learning, marketing resource, and rigorous competition are important factors for using strategic brand management capability for organizations. Thus, firms have to focus on marketing vision proactiveness to understand the changing organizational environment, including the potential of competitors, customers, markets, and products to enhance competitive advantage. Moreover, firms have to emphasize determining policy guidelines that aim toward the future goal, analyzing the competitive situation, and understanding changes in markets. It helps corporate operations to be more successful. In addition, firms have to focus on customer learning to analyze continuously with regard to attitudes, behaviors, customers needs from database information, and firm tracking systems to increasing a customer’s satisfaction. Likewise, firms should highlight marketing resources to continuously develop the potential of marketing personnel, which ultimately leads to increased marketing performance. Furthermore, firms have to focus on rigorous competition that includes three aspects that are customer, market, and competitor to consecutively improve firm strategies of brand management, which can increase competitive advantage, increase rivals, and change customers. Thus, four antecedents of strategic brand management capability were especially found to be important factors in that the firm should pay more attention to them as a first priority. In addition, the results suggest that strategic brand management capability is one of the strategic guides for the survival of a firm in rigorous competition.

Moreover, it was found that there is a moderating role of innovation culture on the relationship between customer learning and brand equity orientation, and brand potentiality focus. Innovation culture is seeking changes in firms and its brands. Therefore, firms should focus on innovation culture to help customer learning and brand management to create and develop new things, which give brand its value and increases potential. Thus, strategic brand management capability leads to implementation that achieves success in organizations. Moreover, firms have to focus on constantly

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developing a system to track the demand and perceive the changes of customers, which makes operational potential to be both current and future.

In addition, this research shows the moderating role of innovation culture in the relationship between technology acceptance and brand equity orientation, brand identification capability, and brand investment concentration. Innovation culture provides greater brand value. Thus, firms should focus on innovation culture in organizations, because of the effect on higher technology acceptance. Also, firms have to highlight on encouraging the corporate culture to focus on using technology to create and develop new things, which helps strategic brand management to achieve more success. Moreover, firms have to emphasize technology application in new innovations that are continuous in a brand, which helps to make a modification of marketing operations such as in investment, building value, and uniqueness in a brand to be more modern and effective.

Furthermore, this research shows the moderating role of innovation culture in the relationship between rigorous competition and brand identification capability, and brand investment concentration. Thus, firms should focus on innovation culture in an environment that has a rigorous competition by creating value for the brand. Likewise, firms have to emphasize innovation culture by supporting persons in the organization to create and develop new things; such as the dominant design and style of a product or services, which helps sustain comparative advantage in the market where there is intense competition. Also, firms should play a role in identifying brand investment by evaluating, overall, the firm’s existing investment, and the budget allocation for investment in brand development that is systematic and concrete, and which helps the business succeed in a volatile competitive situation in the food supplement business. Furthermore, firms have to apply a more strategic brand approach to marketing activities such as brand identification about designs, colors, and symbols that can make for better market forces and competitive intensity.

Limitations and Future Research Directions

Limitations

This research has several limitations that should be recommended. The first limitation is the small sample size of respondents. Although the research tried to follow up on the questionnaire by sending postcards, telephoning in the second round and the third round of the questionnaire mailing to those who failed to respond to improve the response rate, the returned sample size was only 23.55 percent which remains a small sample size that collects data by mail survey. However, it is still appropriate because it has a response rate of more than 20%. Thus, researchers or practitioners should be careful in interpreting and applying the results.

The second limitation is that, among the respondents, around thirty-one percent worked in other positions, including CEO, chief operating officer, administrator, owner, managing director, consultants, sales manager, sales executive, general manager, factory manager, and marketing officer, which were besides that of marketing director and marketing manager. The answers that were given from these respondents probably affect the quality of the empirical results.

Future Research Directions

However, in order to the study more interesting issues for marketing scholars, there are a few recommendations for future research. 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 the targeted populations to other groups. Secondly, longitudinal research could be examined for further research to verify the correct nature of strategic brand management capability in customers’ minds. This is because the stronger strategic brand management capability may develop over time based on multiple interactions between an individual and a cue.

Moreover, this research shows that the results which come from the survey on a single industry might not sufficiently explain the overall marketing phenomenon. Thus, further research may investigate two more industries to compare the results of this conceptual framework. These other positions include business owner, CEO, general

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manager, sales manager, and marketing officer. Even though the portion of respondents occupying other positions seems large, they may still have been the best respondents for each firm, especially in firms which do not have a marketing director or marketing manager position.

In addition, other interesting moderators may play a better moderating role on the relationship between antecedents and strategic brand management capability. Thus, further research should investigate other moderating variables associated with the maintenance of customer relationships and long-term profitability, such as marketing experience, and relational capability.

Finally, brand equity orientation is not significant as to the consequences of strategic brand management capability. Thus, in the future, research should reinvestigate another sample for generalizability.

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APPENDICES

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APPENDIX A

Non-Response Bias Tests

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Table 1A: Chi-Square Statistic

Comparison	First Group	Second Group	Value	Pearson Chi-Square Asymp. Sig (2-sided)
Business Owner Types			1.877	0.171
• Limited Company	57	60		
• Partnership	4	1		
Total	61	61		
Products Types			2.838	0.585
• Health Food Supplement	24	30		
• Prophylactic Food Supplement	8	11		
• Food Supplement For Weight Control	8	5		
• Beauty Food Supplement	17	12		
• Others	4	3		
Total	61	61		
Business Category			5.360	0.147
• Business to Business	13	7		
• Business to Customer	11	6		
• Business to Business and Customer	35	47		
• Others	2	1		
Total	61	61		
Business Location			3.641	0.457
• Bangkok	32	27		
• Northern Region	7	5		
• Central Region	17	26		
• Northeastern Region	0	0		
• Eastern Region	2	2		
• Western Region	0	0		
• Southern Region	3	1		
Total	61	61		
Business Operating Capital			3.324	0.344
• Less than 10,000,000	35	27		
• 10,000,000 – 20,000,000	10	11		
• 20,000,001 – 30,000,000	5	4		
• More than 30,000,000	11	19		
Total	61	61		

N of Valid Cases = 122

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Table 1A: Chi-Square Statistic (continued)

Comparison	First Group	Second Group	Value	Pearson Chi-Square Asymp. Sig (2-sided)
The Period of Time in Business Operation			1.213	0.750
• Less than 5 years	15	16		
• 5 – 10 years	16	15		
• 11 – 15 years	13	9		
• More than 15 years	17	21		
Total	61	61		
Number of Full-Time Employees			4.317	0.229
• Less than 50 persons	42	31		
• 50 – 100 persons	11	16		
• 101 – 150 persons	4	6		
• More than 150 persons	4	8		
Total	61	61		
Average Annual Income			2.602	0.457
• Less than 20,000,000	36	29		
• 20,000,000 – 40,000,000	10	12		
• 40,000,001 – 60,000,000	10	10		
• More than 60,000,000	5	10		
Total	61	61		

N of Valid Cases = 122

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APPENDIX B

Respondent Characteristics

Table 1B: Demographic Characteristics of Respondents

Descriptions	Categories	Frequencies	Percent (%)
1.Gender	Male	62	50.82
	Female	60	49.18
	Total	**122**	**100**
2. Age	Less than 30 years old	11	9.01
	30 - 40 years old	27	22.13
	41 - 50 years old	43	35.25
	More than 50 years old	41	33.61
	Total	**122**	**100**
3. Marital Status	Single	36	29.51
	Married	80	65.57
	Divorced	6	4.92
	Total	**122**	**100**
4. Education Level	Bachelor's degree or equal	47	38.52
	Higher than Bachelor's degree	75	61.48
	Total	**122**	**100**
5. Working Experience	Less than 5 years	8	6.55
	5 - 10 years	22	18.03
	11 - 15 years	32	26.23
	More than 15 years	60	49.19
	Total	**122**	**100**
6. Monthly income	Less than 75,000 Baht	19	15.58
	75,000 - 100,000 Baht	19	15.58
	100,001 - 125,000 Baht	36	29.50
	More than 125,000 Baht	48	39.34
	Total	**122**	**100**

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Table 1B: Demographic Characteristics of Respondents (Continued)

Descriptions	**Categories**	**Frequencies**	**Percent (%)**
7. Current Position	Marketing Director	47	38.52
	Marketing Manager	37	30.33
	Others	38	31.15
Total		**122**	**100**

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APPENDIX C

Food Supplements Businesses Characteristics

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Table 1C: Demographic Characteristics of Food Supplements Businesses in Thailand

Descriptions	**Categories**	**Frequencies**	**Percent (%)**
1. Business owner types	Limited company	117	95.90
	Partnership	5	4.10
	Total	**122**	**100**
2. Products types	Health Food Supplements	54	44.26
	Prophylactic Food Supplements	19	15.57
	Food Supplements For Weight Control	13	10.66
	Beauty Food Supplements	29	23.77
	Others	7	5.74
	Total	**122**	**100**
3. Business Category	Business to Business	20	16.40
	Business to Customer	17	13.93
	Business to Business and Customer	82	67.21
	Others	3	2.46
	Total	**122**	**100**
4. Main Business Location	Bangkok	59	48.36
	Northern Region	12	9.84
	Central Region	43	35.24
	Northeastern Region	0	0
	Eastern Region	4	3.28
	Western Region	0	0
	Southern Region	4	3.28
	Total	**122**	**100**

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Table 1C: Demographic Characteristics of Food Supplements Businesses in Thailand (Continued)

Descriptions	Categories	Frequencies	Percent (%)
5. Business Operating capital	Less than 10,000,000 baht	62	50.82
	10,000,000 - 20,000,000 baht	21	17.21
	20,000,001 - 30,000,000 baht	9	7.37
	More than 30,000,000 baht	30	24.60
Total		**122**	**100**
6. The Period of time in business	Less than 5 years	31	25.41
	5 - 10 years	31	25.41
	11 - 15 years	22	18.03
	More than 15 years	38	31.15
Total		**122**	**100**
7. Number of full-time employees	Less than 50 persons	73	59.84
	50 – 100 persons	27	22.13
	101 – 150 persons	10	8.20
	More than 150 persons	12	9.83
Total		**122**	**100**
8. Average annual income	Less than 20,000,000 baht	65	53.28
	20,000,000 - 40,000,000 baht	22	18.03
	40,000,001 - 60,000,000 baht	20	16.40
	More than 60,000,000 baht	15	12.29
Total		**122**	**100**

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APPENDIX D

Validity and Reliability Analyses

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Table 1D: Validity and Reliability Analyses

Constructs	Items	Factor Loadings	Average Variance Extracted	Reliability (Alpha)
Brand Equity Orientation (BEO)	BEO1 BEO2 BEO3 BEO4	.80 .53 .82 .72	.528	.804
Brand Image Competency (BIC)	BIC1 BIC2 BIC3 BIC4	.67 .73 .70 .74	.505	.738
Brand Identification Capability (BICA)	BICA1 BICA2 BICA3 BICA4	.81 .71 .84 .73	.599	.875
Brand Potentiality Focus (BPF)	BPF1 BPF2 BPF3 BPF4	.83 .82 .75 .85	.662	.827
Brand Investment Concentration (BICO)	BICO1 BICO2 BICO3 BICO4	.84 .76 .65 .58	.511	.787
Customer Commitment (CCO)	CCO1 CCO2 CCO3 CCO4	.76 .77 .69 .62	.508	.718
Market Acceptance (MAC)	MAC1 MAC2 MAC3 MAC4	.73 .79 .74 .61	.519	.806
Stakeholder Reliability (SRE)	SRE1 SRE2 SRE3 SRE4	.63 .87 .73 .62	.517	.772
Brand Performance (BPE)	BPE1 BPE2 BPE3 BPE4 BPE5	.67 .66 .51 .81 .88	.512	.821

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Table 1D: Validity and Reliability Analyses (Continued)

Constructs	Items	Factor Loadings	Average Variance Extracted	Reliability (Alpha)
Firm Survival (FSU)	FSU1	.72	.630	.871
	FSU2	.80		
	FSU3	.84		
	FSU4	.81		
Marketing Vision Proactiveness (MVP)	MVP1	.86	.528	.799
	MVP2	.75		
	MVP3	.54		
	MVP4	.72		
Customer Learning (CLE)	CLE1	.73	.558	.830
	CLE2	.83		
	CLE3	.72		
	CLE4	.70		
Marketing Resource (MRE)	MRE1	.89	.526	.805
	MRE2	.67		
	MRE3	.56		
	MRE4	.74		
Technology Acceptance (TAC)	TAC1	.77	.605	.851
	TAC2	.80		
	TAC3	.76		
	TAC4	.78		
Rigorous Competition (RCO)	RCO1	.73	.504	.797
	RCO 2	.79		
	RCO 3	.73		
	RCO 4	.57		
Innovation Culture (ICU)	ICU1	.71	.539	.815
	ICU2	.89		
	ICU3	.67		
	ICU4	.64		

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Table 2D: Average Variance Extracted and Correlation Matrix of All Constructs

Variables	BEO	BIC	BICA	BPF	BICO	CCO	MAC	SRE	BPE	FSU	MVP	CLE	MRE	TAC	RCO	ICU
BEO	.727															
BIC	.537**	.711														
BICA	.433**	.671**	.774													
BPF	.529**	.687**	.697**	.814												
BICO	.637**	.589**	.672**	.798**	.715											
CCO	.342**	.362**	.134	.184*	.211*	.713										
MAC	.269**	.459**	.407**	.450**	.378**	.553**	.720									
SRE	.486**	.620**	.420**	.557**	.472**	.599**	.817**	.719								
BPE	.287**	.498**	.408**	.374**	.313**	.590**	.566**	.589**	.716							
FSU	.322**	.570**	.414**	.413**	.327**	.418**	.545**	.573**	.743**	.794						
MVP	.512**	.603**	.667**	.583**	.549**	.204**	.505**	.520**	.394**	.505**	.727					
CLE	.589**	.605**	.581**	.646**	.671**	.321**	.508**	.567**	.604**	.678**	.689**	.747				
MRE	.348**	.575**	.461**	.580**	.381**	.301**	.679**	.651**	.524**	.582**	.618**	.622**	.725			
TAC	.339**	.450**	.426**	.519**	.397**	.165	.586**	.471**	.441**	.563**	.615**	.583**	.762**	.778		
RCO	.425**	.562**	.481**	.512**	.530**	.283**	.636**	.537**	.608**	.565**	.644**	.676**	.732**	.783**	.710	
ICU	.338**	.616**	.647**	.569**	.512**	.312**	.577**	.589**	.429**	.559**	.598**	.535**	.563**	.546**	.505**	.734

N = 122, ** Correlation is significant at the .01 level (2-tailde), * at the .05 level, AVE Provided in diagonal

Table 3D: Testing Discriminant Validity

Factors	**df**	χ^2	**Compared to**	**Δ df**	$\Delta\chi^2$
Brand Investment Concentration	20 (One-Factor)	326.88			
Brand Potentiality Focus	19 (Two-Factor)	136.80	One- Factor	1	190.08**
Stakeholder Reliability	20 (One-Factor)	215.42			
Market Acceptance	19 (Two-Factor)	111.62	One- Factor	1	103.80**
Firm Survival	27 (One-Factor)	192.79			
Brand Performance	26 (Two-Factor)	92.34	One- Factor	1	100.45**
Technology Acceptance	20 (One-Factor)	171.78			
Marketing Resource	19 (Two-Factor)	53.76	One- Factor	1	118.02**
Rigorous Competition	20 (One-Factor)	265.59			
Marketing Resource	19 (Two-Factor)	153.42	One- Factor	1	112.17**
Rigorous Competition	20 (One-Factor)	270.58			
Technology Acceptance	19 (Two-Factor)	127.20	One- Factor	1	143.38**

$^{**}p<0.01$, $^{*}p<0.05$

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APPENDIX E

Diagnosis of primary assumption for regression analysis

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AUTOCORRELATION

Dubin and Watson statistic is used to detect the presence of autocorrelation (a relationship between values separated from each other by a given time lag) in the residuals from a regression analysis. Critical values 1.50 – 2.50 indicating autocorrelation is not a problem. From the results in Table 1E below, these values are in the acceptable range so autocorrelation is not found.

Table1E: Dubin and Watson Statistic

Equation	**D-W value**	**Maximum VIF**		**Equation**	**D-W value**	**Maximum VIF**
1	1.948	1.095		10	1.906	2.947
2	1.744	1.095		11	2.008	2.947
3	1.693	1.095		12	2.165	2.947
4	1.777	1.095		13	1.875	5.041
5	1.734	1.095		14	1.821	5.041
6	1.734	3.189		15	1.930	5.041
7	2.270	1.005		16	1.891	5.041
8	1.902	2.947		17	2.043	5.041
9	1.893	2.947				

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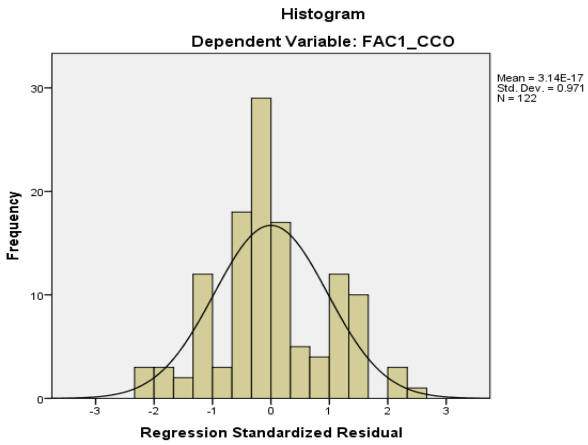
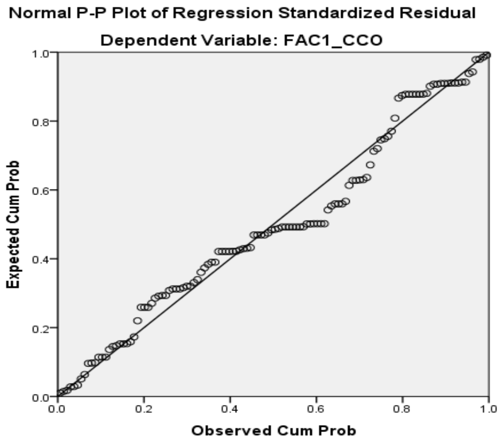
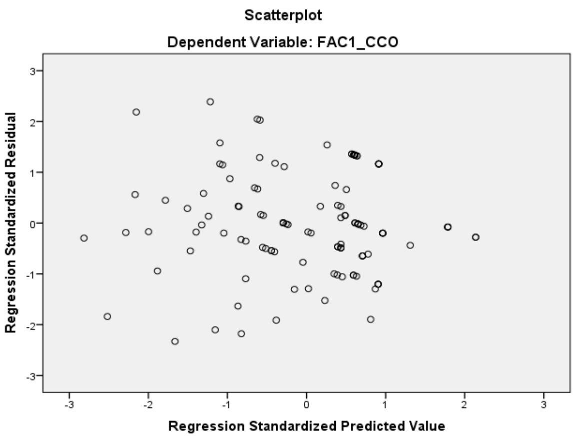
Equation 1







Equation 1: CCO $= \alpha_1 + \beta_1 BEO + \beta_2 BIC + \beta_3 BICA + \beta_4 BPF + \beta_5 BICO + \beta_6 FC + \beta_7 FE + \varepsilon_1$

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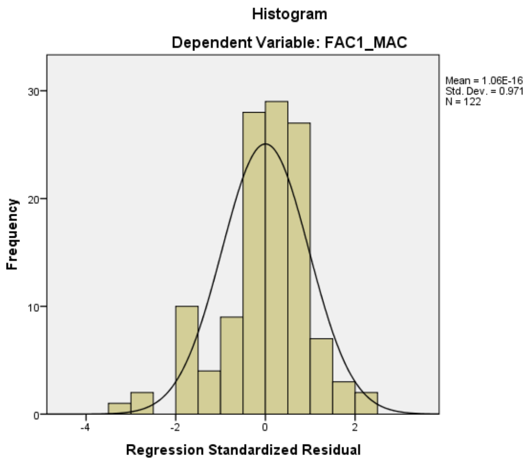
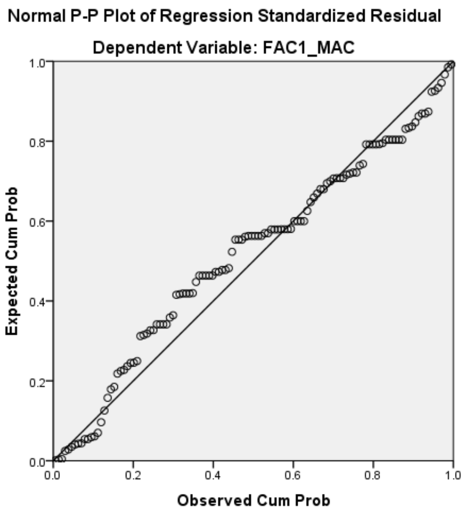
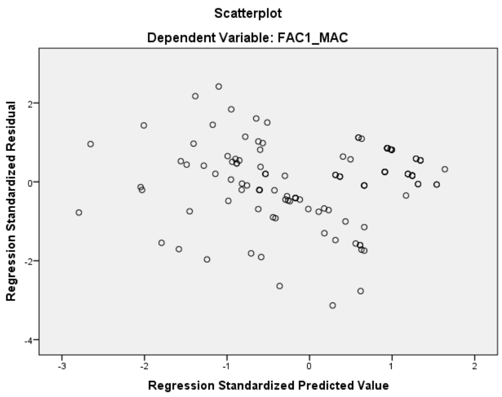
Equation 2

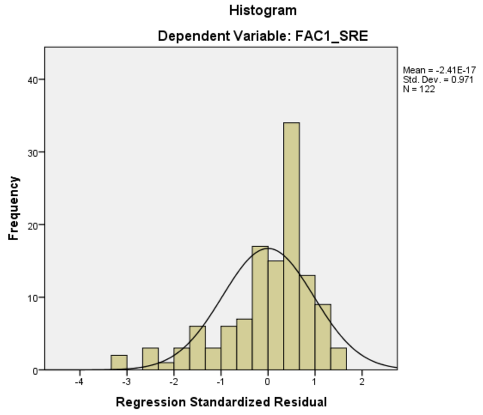


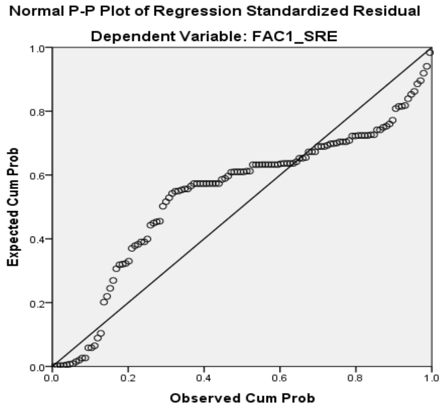


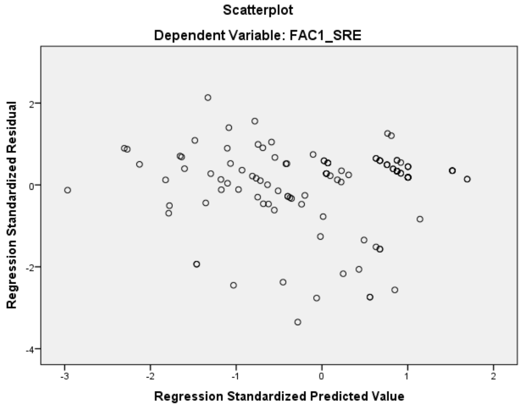


Equation 2: MAC $= \alpha_2 + \beta_8 BEO + \beta_9 BIC + \beta_{10} BICA + \beta_{11} BPF + \beta_{12} BICO + \beta_{13} FC + \beta_{14} FE + \varepsilon_2$

Equation 3







Equation 3: SRE $= \alpha_3 + \beta_{15}BEO + \beta_{16}BIC + \beta_{17}BICA + \beta_{18}BPF$

$+ \beta_{19}BICO + \beta_{20}FC + \beta_{21}FE + \varepsilon_3$

Equation

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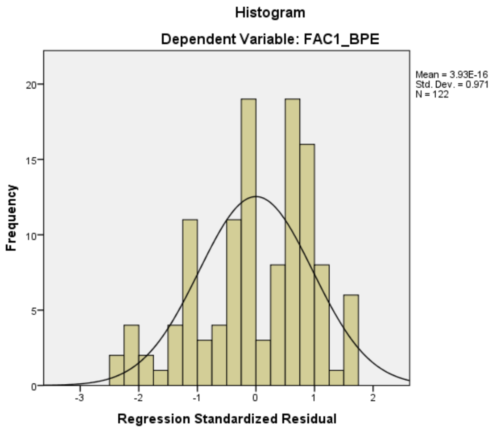
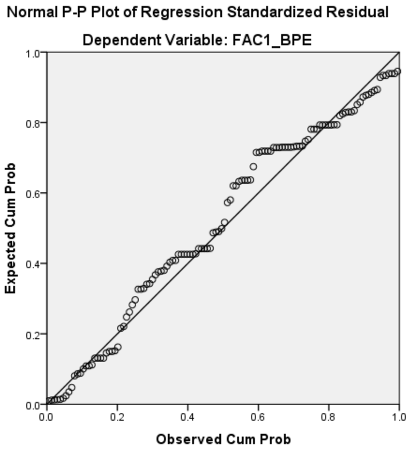
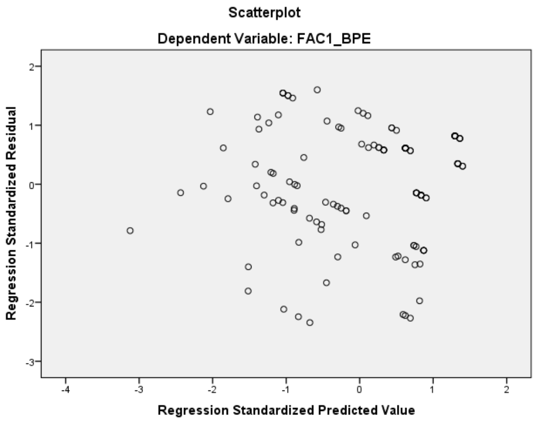
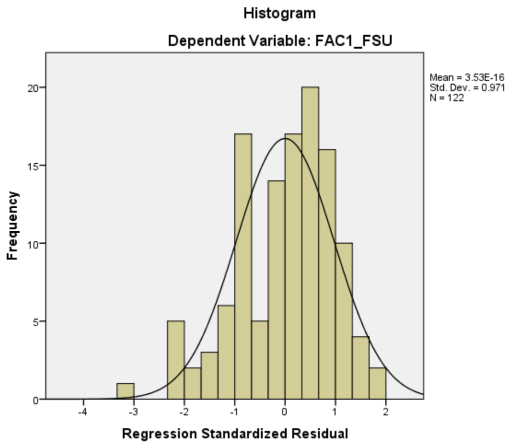


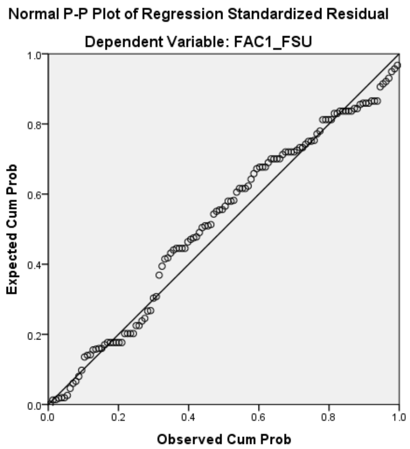


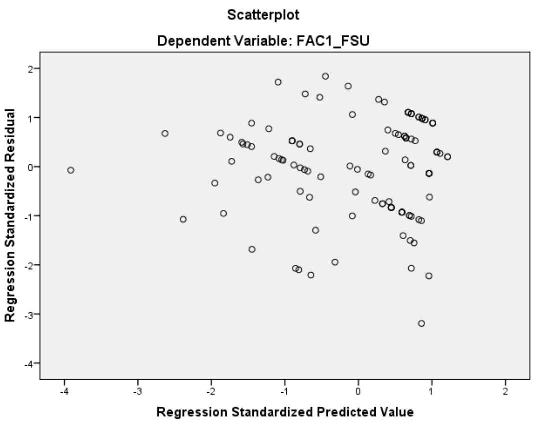


Equation 4: BPE $= \alpha_4 + \beta_{22}BEO + \beta_{23}BIC + \beta_{24}BICA + \beta_{25}BPF + \beta_{26}BICO + \beta_{27}FC + \beta_{28}FE + \varepsilon_4$

Equation 5



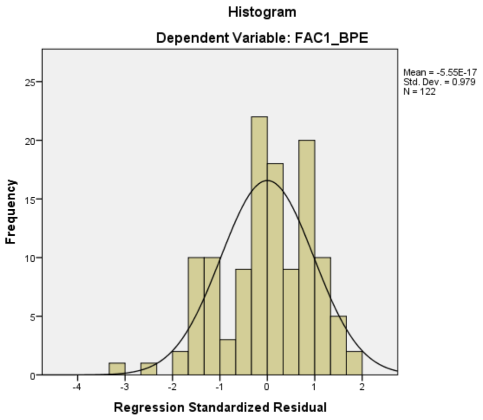


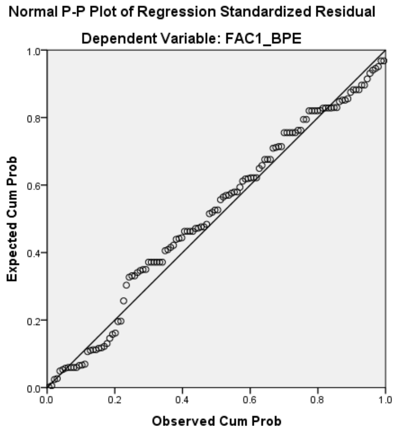


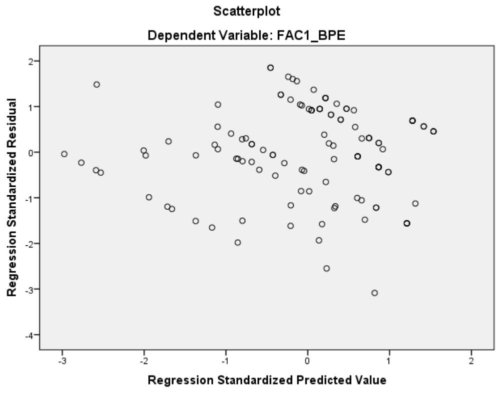
Equation 5: FSU = $\alpha_5 + \beta_{29}BEO + \beta_{30}BIC + \beta_{31}BICA + \beta_{32}BPF +$

$\beta_{33}BICO + \beta_{34}FC + \beta_{35}FE + \varepsilon_5$

Equation 6

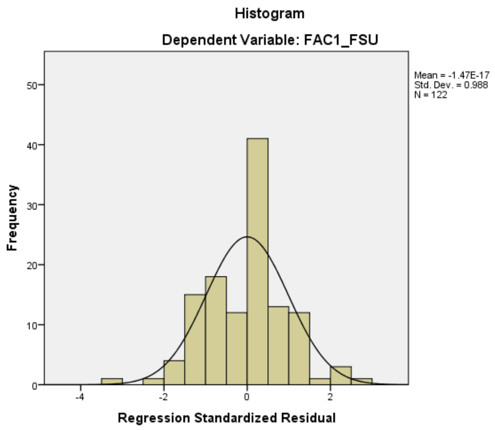


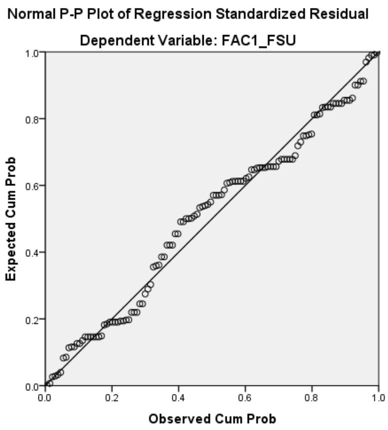


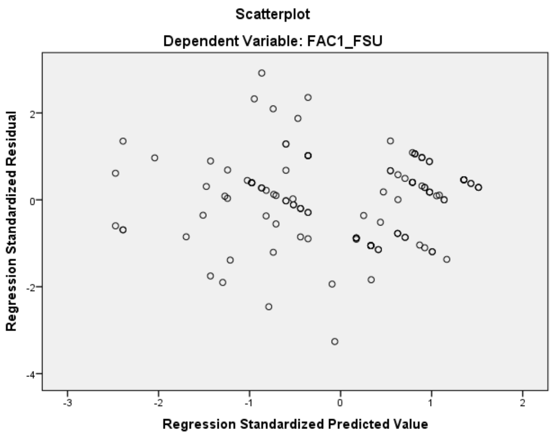


Equation 6: BPE = $\alpha_6 + \beta_{36}CCO + \beta_{37}MAC + \beta_{38}SRE + \beta_{39}FC + \beta_{40}FE + \varepsilon_6$

Equation 7

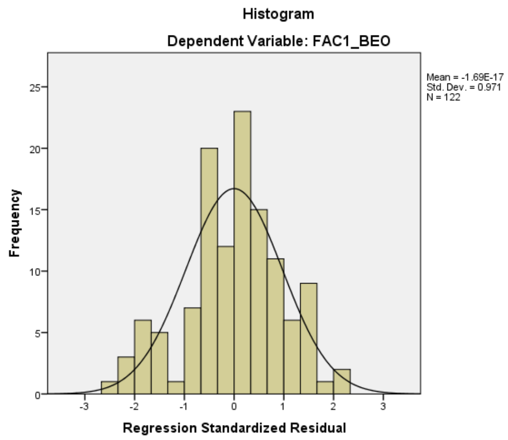


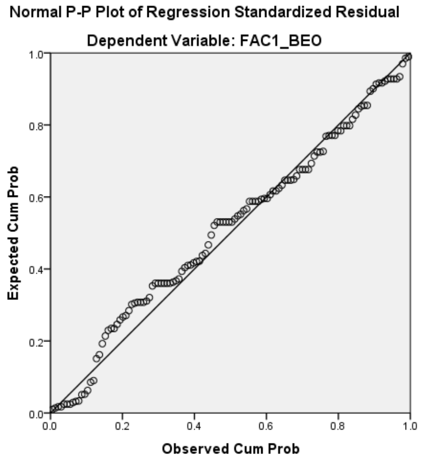


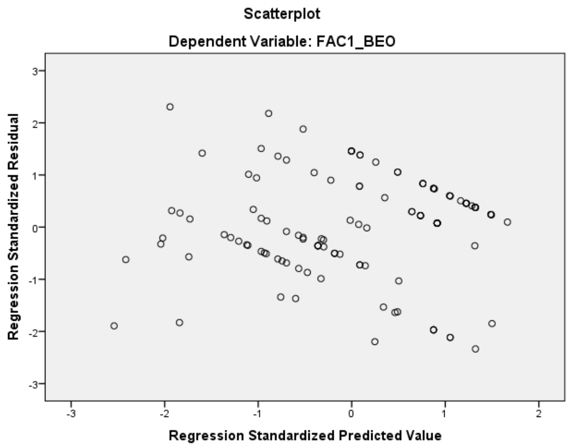


Equation 7: $FSU = \alpha_7 + \beta_{41}BPE + \beta_{42}FC + \beta_{43}FE + \varepsilon_7$

Equation 8







Equation 8: BEO $= \alpha_8 + \beta_{44}MVP + \beta_{45}CLE + \beta_{46}MRE + \beta_{47}TAC$

$+$

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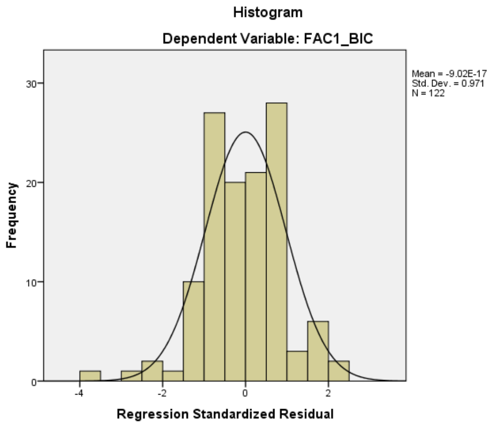
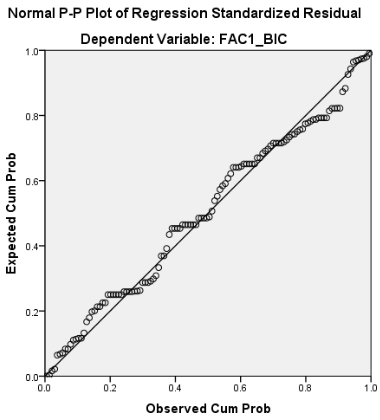
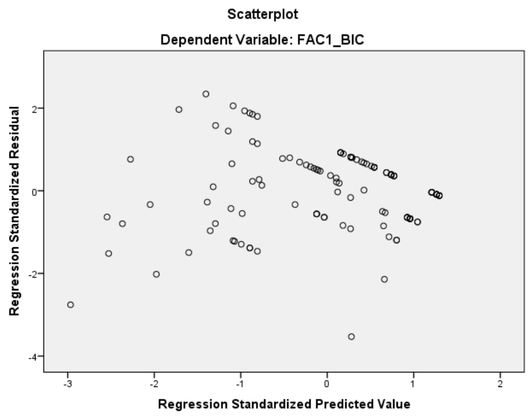
Equation 9







$$\textbf{\textit{Equation 9: BIC}} = \alpha_9 + \beta_{51}MVP + \beta_{52}CLE + \beta_{53}MRE + \beta_{54}TAC + \beta_{55}RCO + \beta_{56}FC + \beta_{57}FE + \varepsilon_9$$

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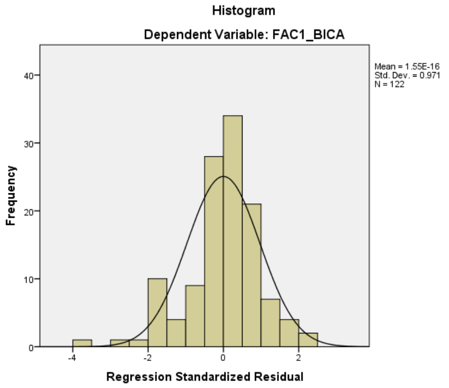
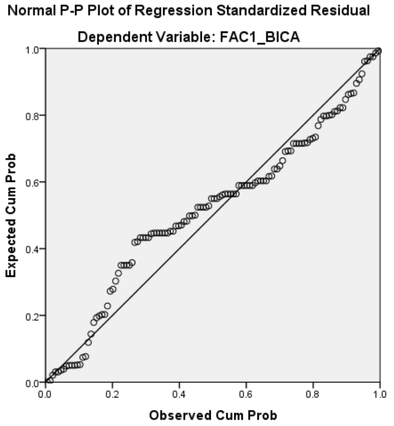
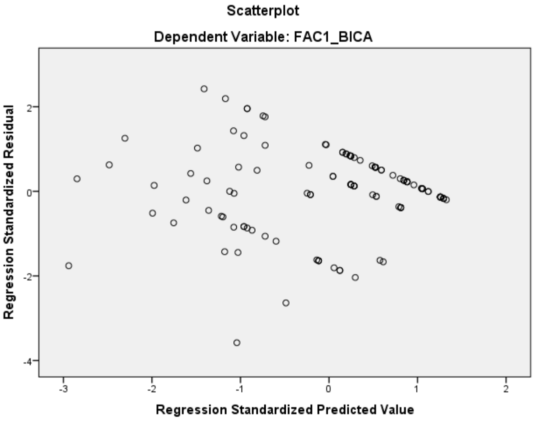
Equation 10



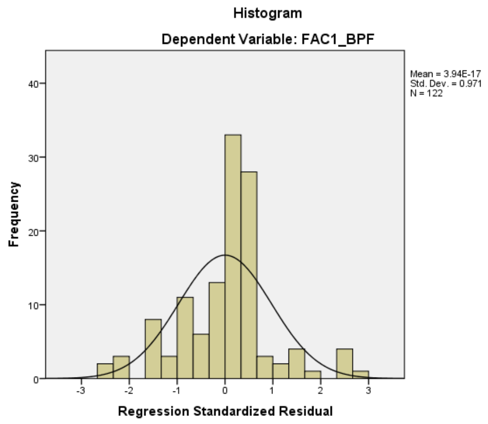


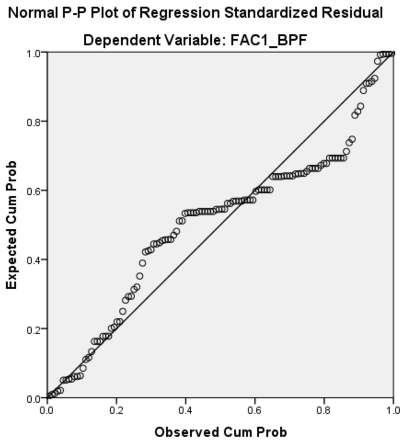


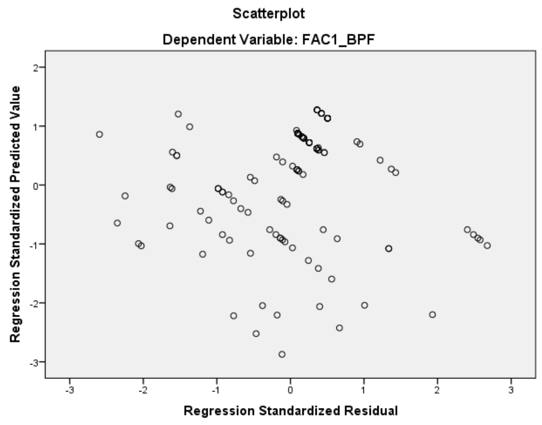
Equation 10: BICA $= \alpha_{10} + \beta_{58}MVP + \beta_{59}CLE + \beta_{60}MRE + \beta_{61}TAC +$

$\beta_{62}RCO + \beta_{63}FC + \beta_{64}FE + \varepsilon_{10}$

Equation 11

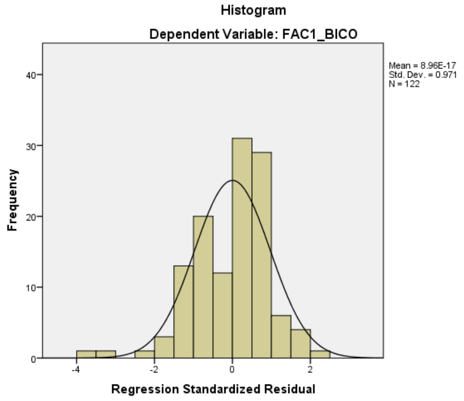


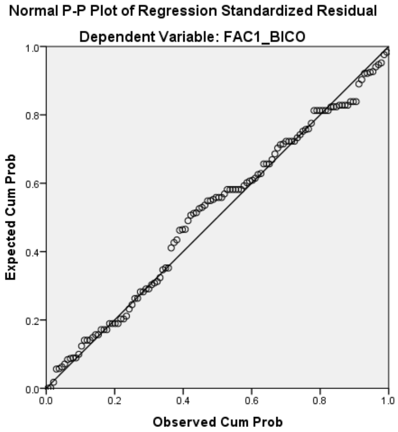


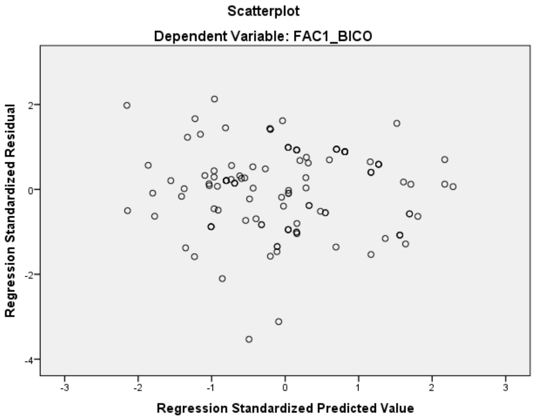


$$\textbf{\textit{Equation 11: BPF}} = \alpha_{11} + \beta_{65}MVP + \beta_{66}CLE + \beta_{67}MRE + \beta_{68}TAC + \beta_{69}RCO + \beta_{70}FC + \beta_{71}FE + \varepsilon_{11}$$

Equation 12

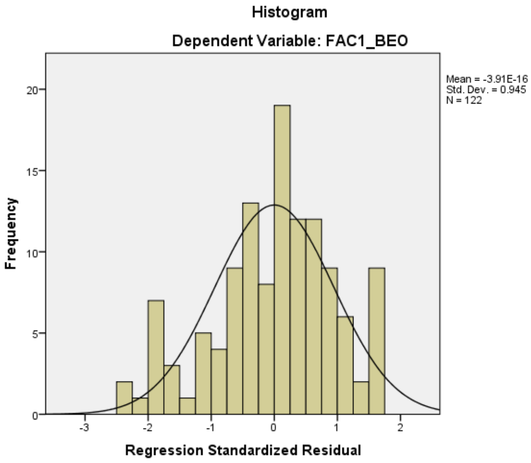


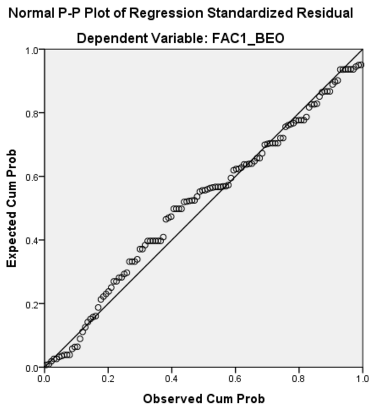


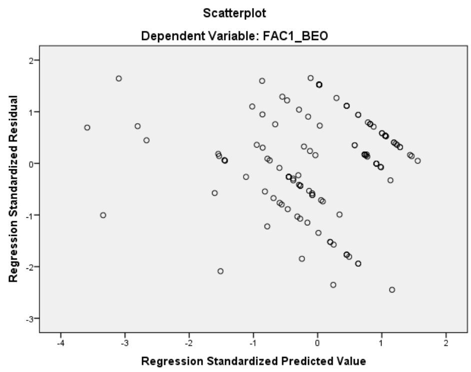


$$\textbf{\textit{Equation 12: BICO}} = \alpha_{12} + \beta_{72}MVP + \beta_{73}CLE + \beta_{74}MRE + \beta_{75}TAC + \beta_{76}RCO + \beta_{77}FC + \beta_{78}FE + \varepsilon_{12}$$

Equation 13

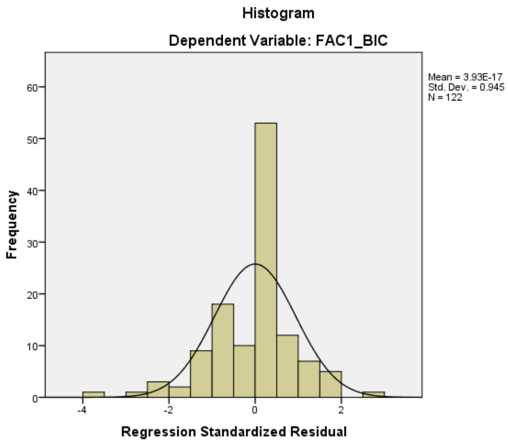


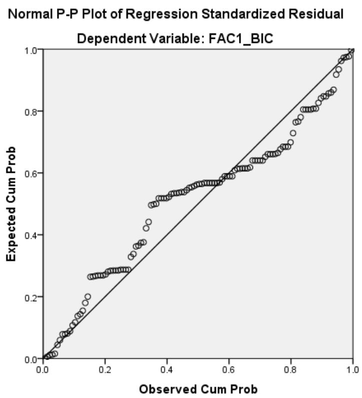


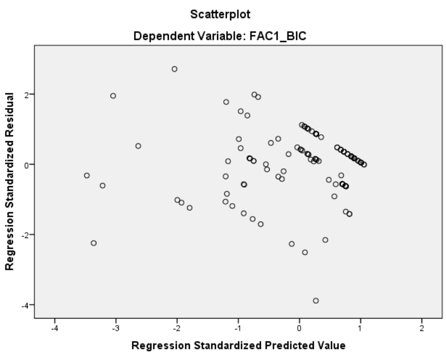


Equation 13: BEO = $\alpha_{13} + \beta_{79}MVP + \beta_{80}CLE + \beta_{81}MRE + \beta_{82}TAC + \beta_{83}RCO + \beta_{84}ICU + \beta_{85}(ICU * MVP) + \beta_{86}(ICU * CLE) + \beta_{87}(ICU * MRE) + \beta_{88}(ICU * TAC) + \beta_{89}(ICU * RCO) + \beta_{90}FC + \beta_{91}FE + \varepsilon_{13}$

Equation 14

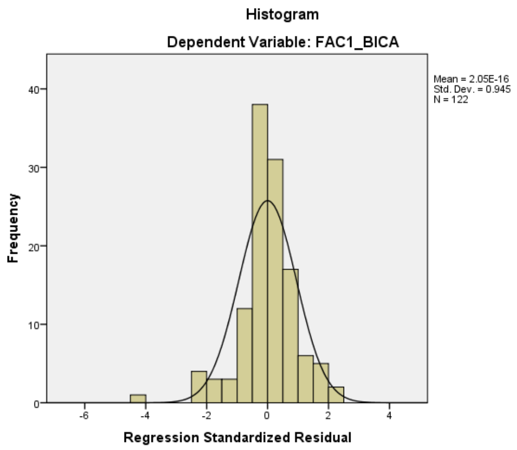


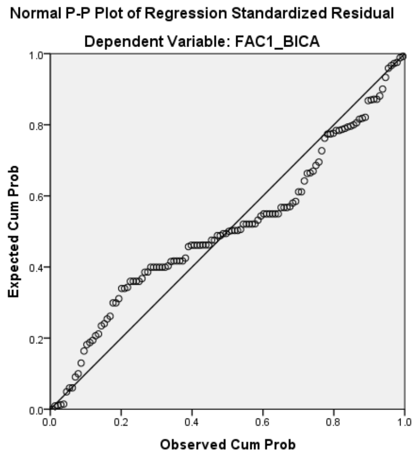


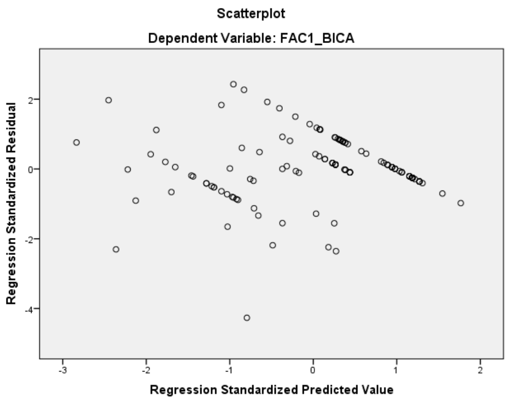


Equation 14: BIC = $\alpha_{14} + \beta_{92}MVP + \beta_{93}CLE + \beta_{94}MRE + \beta_{95}TAC + \beta_{96}RCO + \beta_{97}ICU + \beta_{98}(ICU * MVP) + \beta_{99}(ICU * CLE) + \beta_{100}(ICU * MRE) + \beta_{101}(ICU * TAC) + \beta_{102}(ICU * RCO) + \beta_{103}FC + \beta_{104}FE + \varepsilon_{14}$

Equation 15







Equation 15: BICA $= \alpha_{15} + \beta_{105}MVP + \beta_{106}CLE + \beta_{107}MRE + \beta_{108}TAC + \beta_{109}RCO + \beta_{110}ICU + \beta_{111}(ICU * MVP) + \beta_{112}(ICU * CLE) + \beta_{113}(ICU * MRE) + \beta_{114}(ICU * TAC) + \beta_{115}(ICU * RCO) + \beta_{116}FC + \beta_{117}FE + \varepsilon_{15}$

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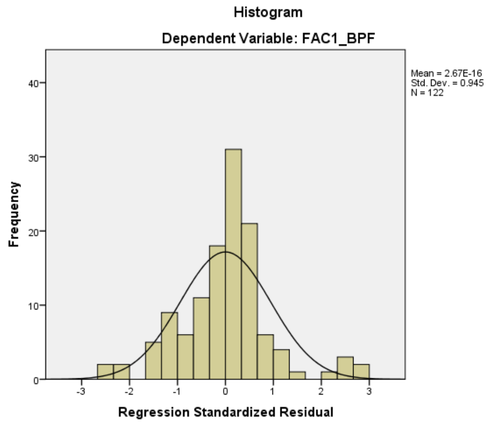
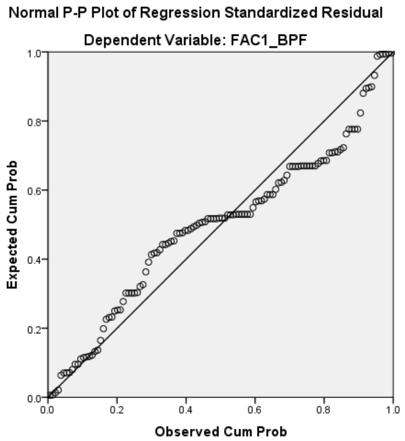
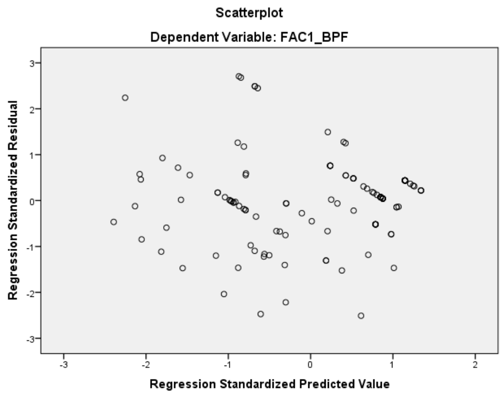
Equation 16







Equation 16: BPF = $\alpha_{16} + \beta_{118}MVP + \beta_{119}CLE + \beta_{120}MRE + \beta_{121}TAC + \beta_{122}RCO + \beta_{123}ICU + \beta_{124}(ICU * MVP) + \beta_{125}(ICU * CLE) + \beta_{126}(ICU * MRE) + \beta_{127}(ICU * TAC) + \beta_{128}(ICU * RCO) + \beta_{129}FC + \beta_{130}FE + \varepsilon_{16}$

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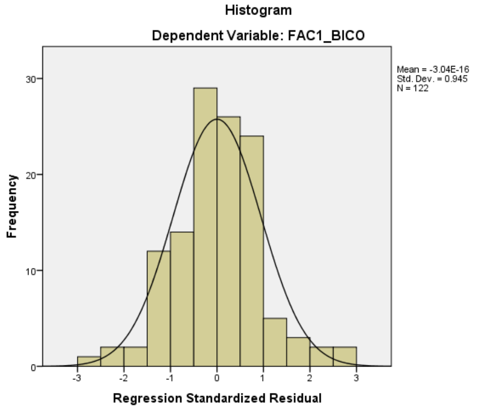

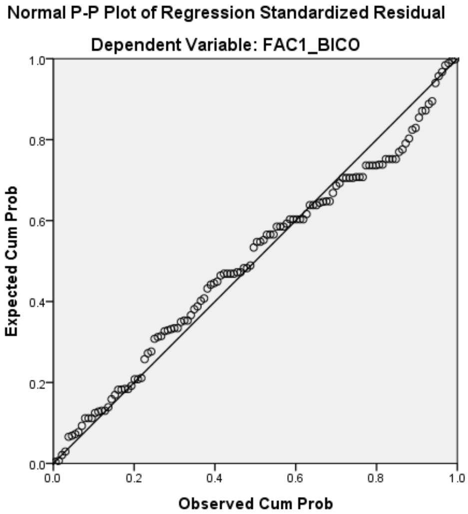

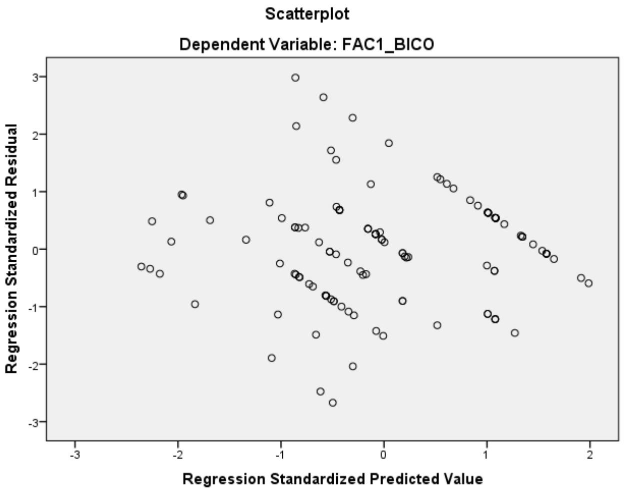

Equation 17: $BICO = \alpha_{17} + \beta_{131}MVP + \beta_{132}CLE + \beta_{133}MRE + \beta_{134}TAC + \beta_{135}RCO + \beta_{136}I$

$\beta_{137}(ICU * MVP) + \beta_{138}(ICU * CLE) + \beta_{139}(ICU * MRE) + \beta_{140}(ICU *$

$TAC) + \beta_{141}(ICU * RCO) + \beta_{142}FC + \beta_{143}FE + \varepsilon_{17}$

Table 2E: Skewness and Kurtosis of Normality Test

Equation	skewness	kurtosis
1	.068	-.120
2	-.659	.979
3	-1.252	1.321
4	-.569	-.307
5	-.659	.171
6	-.522	-.016
7	-.124	.811
8	-.336	.082
9	-.374	1.117
10	-.596	1.443
11	.037	1.240
12	-.605	1.010
13	-.498	-.103
14	-.705	1.515
15	-.748	1.511
16	.257	1.562
17	.121	1.059

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APPENDIX F

Cover Letter and Questionnaire (English Version)

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Questionnaire to the Ph. D. Dissertation Research
"Strategic Brand Management Capability and Firm Survival: An Empirical Evidence from Food Supplement Businesses in Thailand"

Explanation

This research project aims to study the "Strategic Brand Management Capability and Firm Survival: An Empirical Evidence from Food Supplement Businesses in Thailand" To use as data to thesis preparation in the doctoral dissertation of the researcher in Doctor of Philosophy Program Marketing Management at the Mahasarakham Business School, Mahasarakham University, Thailand Telephone: 043-754333

I would like to ask for your support from the respondents. Please answer this questionnaire. The details of the questionnaire are divided into 7 sections as follows:

Section 1: Personal information about executives of food supplement businesses in Thailand,
Section 2: General information about food supplement businesses in Thailand,
Section 3: Opinion on strategic brand management capability of food supplement businesses in Thailand,
Section 4: Opinion on business outcomes of food supplement businesses in Thailand,
Section 5: Opinion on the effect of internal factor affecting strategic brand management capability of food supplement businesses in Thailand,
Section 6: Opinion on the effect of external factor affecting strategic brand management capability of food supplement businesses in Thailand, and
Section 7: Recommendations and suggestions regarding business administration of food supplement businesses in Thailand

Your answer will be kept as 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 researcher would like to thank you for your sacrificing time to provide information that is particularly useful for this research.
If you have any questions with respect to this research, please contact the researcher Miss Pornsiri Wirunphan, Cell phone: 081-5507925/ E-mail: pornsiri_mba@hotmail.com

(Miss. Pornsiri Wirunphan)
Ph. D. Student major marketing management
Mahasarakham Business School
Mahasarakham University, Thailand
Researcher

Mahasarakham University

Section 1 Personal information of executives of food supplement 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
   - ❑ Less than 5 years ❑ 5- 10 years
   - ❑ 11 – 15 years ❑ More than 15 years

6. Average revenues per month
   - ❑ Less than 75,000 Baht ❑ 75,000 – 100,000 Baht
   - ❑ 100,001 - 125,000 Baht ❑ More than 125,000 Baht

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

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Section 2 General information of food supplement businesses in Thailand

1. Business owner types

   ☐ Company limited ☐ Partnership

2. Products types

   ☐ Health Food Supplement
   ☐ Prophylactic Food Supplement
   ☐ Food Supplement for Weight Control
   ☐ Beauty Food Supplement
   ☐ Other …………………

3. Business Category

   ☐ Business to Business
   ☐ Business to Customer
   ☐ Business to Business and Customer
   ☐ Others (Please Specify)……………………..…

4. Business location

   ☐ Bangkok ☐ Northern region
   ☐ Central region ☐ Eastern region
   ☐ Northeastern region ☐ Southern region
   ☐ Western region

5. Business operating capital

   ☐ Less than 10,000,000 Baht ☐ 10,000,000 – 20,000,000 Baht
   ☐ 20,000,001 – 30,000,000 Baht ☐ More than 30,000,000 Baht

6. The period of time in business operation

   ☐ Less than 5 years ☐ 5-10 years
   ☐ 11-15 years ☐ More than 15 years

7. Number of full time employees

   ☐ Less than 50 persons ☐ 50 - 100 persons
   ☐ 101 – 150 persons ☐ More than 150 persons

8. Average annual income

   ☐ Less than 20,000,000 Baht ☐ 20,000,000 – 40,000,000 Baht
   ☐ 40,000,001 – 60,000,000 Baht ☐ More than 60,000,000 Baht

Section 3 Opinion on strategic brand management capability of food supplement businesses in Thailand

Strategic Brand Management Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Brand Equity Orientation 1. The firm believes that a well-known brand can create benefits and the value to the organization has continued to make the management affairs have achieved even better.					
2. The firm ensure that product quality and service are can motivate customers as well, this will help to bring about brand loyalty and increased competitive advantage.					
3. The firm focuses on brand association with organization tangible benefits for expanding the market.					
4. The firm focuses usage of the brand to generate revenue and returns on the asset with systematically, and help the business to succeed.					
Brand Image Competency 5. The firm believes that the good brand image is can help the firm be able to better compete in the market.					
6. The firm highlight on product /service quality development with continuously, to archive better response market need.					

Section 3 (Continued)

Strategic Brand Management Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
7. The firm focuses on the attribute and features of the products to create the better customer acceptance.					
8. The firm focuses on continually improving and changing product features to be able to response market demand.					
Brand Identification Capability 9. The firm believes that it's clearly brand identity that helps the company to be better marketing operation.					
10. The firm focuses on the dominant design and style of product/services to archive better customers understand and recognize the products and services.					
11. The firm is focused on creating distinct products and services from competitors that can help customers are aware the identity of the products and services, to increase customer responsiveness.					
12. The firm is committed to offering more distinctive products and services than the market, it helps to increase customer satisfaction.					
Brand Potentiality Focus 13. The firm believes that the brand can be used as a firm operation strategy to archive better management in both present and future.					

Section 3 (Continued)

Strategic Brand Management Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
14. The firm focus on brand positioning with systematic and concrete, its help to better ability to compete.					
15. The firm focuses on the analysis of acceptance and trust in the brand, which generates continues of business return.					
16. The firm focused on the utilization from the brand in the concrete competition, which help to increase perception and credibility of the business.					
Brand Investment Concentration 17. The firm believes that the budget allocation for investment in brand development is systematic and concrete, which helps the business succeed in better the future.					
18. The firm encourages personnel to be aware of continuously educate and understand the benefits of the brand, which help to continuous new invent and create a competitive advantage.					
19. The firm focuses on service development to be consistent with the quality of product/services, which help to get better customer acceptance.					
20. The firm focus on the development featured of the brand both present and future, which help to create a more effective management approach.					

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Section 4: **Opinion on business outcomes of food supplement businesses in Thailand**

Marketing Outcome	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Customer Commitment 1. The old customers continue to purchase product/services of the business from past to present					
2. New customers entering to buy increasing products/services of the business, which cause from recommendations of an old customer.					
3. In case the company introduces new products/services, customers to come involved in the trial continuous products/ services.					
4. Customers confident in the products/services quality of clearly the business, which causes the use of continue products/services in the future.					
Market Acceptance 5. The firm has good marketing management and quality from the past to present.					
6. The firm has been recognized by market and people involved as a good administrative entity and a remarkable professionalism is a concrete.					
7. The firm is one of the recognized organizations have invented products/services good quality consistently.					
8. When compared with competitors in marketing management, the company has been recognized for its successful marketing management from the past to the present.					

Section 4: (Continued)

Marketing Outcome	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Stakeholder Reliability 9. The firm has co-operated with stakeholders in various activities continuity related to the business.					
10. The firm has been recognized by customers related consistently quality of products/services from the past to present.					
11. The firm is another business to be recognized that able to create good to the industry continuously.					
12. The firm has been entrusted by government agencies to carry out various activities related to ongoing marketing management from the past to present.					
Brand Performance 13. The firm has profitably from operations according to goals and in line with its stated objectives.					
14. The firm has an increasing market share continuous every year.					
15. The firm has an increasing number of customers continuously.					
16. The firm has an increased sale volume successively relative to in the past.					
17. The firm has a performance that is consistent with the objectives and goals efficiently.					
Firm Survival 18. The firm has a solid financial base from past to present and will continue to affect the future.					
19. The firm can offer new products/services into the market continue from the past to present and future.					

Section 4: **(Continued)**

Marketing Outcome	**Levels of Agreement** Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
20. The firm can innovate and develop new products/services systematic and concrete.					
21. The firm can adapt under the competition situation from past to present and predicted future.					

Section 5: **Opinion on the effect of internal factor affecting strategic brand management capability of food supplement businesses in Thailand**

Internal factor affecting strategic brand management capability	**Levels of Agreement** Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing Vision Proactiveness 1. The firm is confident that the policy guidelines are aimed at the future, which helps the operation more successful.					
2. The firm focus on the education, understanding, change, or competitive potential of its competitors, customers, markets, and products, which help to enhance its competitive advantage.					
3. The firm focused on analysis, forecast situation future race, which helps to modify the marketing planning to be more effective.					
4. The firm is committed to being a market leader in the industry continuous which help management more effective.					
Customer Learning 5. The firm believes that customer learning systematically which helps management is more potential.					

Section 5: **(Continued)**

Internal factor affecting strategic brand management capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
6. The firm is emphasizing to the needs analysis for attitude and behavior of customers continuously, which allows the business to better satisfy customers.					
7. The frim focus on developing a system to tracking the demand and perceived the change of customers constantly, which makes operations are potential both the current and future potential.					
8. The firm is committed to providing a database of customer needs from the past to present, which allow improving strategy superior to competitors.					
Marketing Resource 9. The firm is confident that sufficiently marketing resources are available, which help to better marketing management.					
10. The firm is committed to developing the potential of marketing personnel continuously, which helps to increase marketing performance.					
11. The firm is emphasizing on budget allocation to systematic marketing activities, which allows marketing operations goals are more effectively achieved.					
12. The firm is focused on the use of techniques and modern methods come into continuous, which helps support the marketing operations to be more effective.					
Technology Acceptance 13. The firm believes that the application of technology in the systematic operation, which makes marketing more effective.					

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Section 5: **(Continued)**

Internal factor affecting strategic brand management capability	Levels of Agreement: Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
14. The firm emphasizes on the development of new technologies in marketing activities, which help achieve the goal more rapidly.					
15. The firm focuses on inter-agency communication using technology as a base, which makes the operation more efficient.					
16. The firm encourages learning to an understanding of new technologies, which help improve the application the better-developed organization.					
Innovation culture 17. The firm believes that has corporate culture to focuses on creativity and develop new things, which helps to implementation achieves success both present and future.					
18. The firm encourages personnel to develop innovate in continuous operation, which makes the operation more efficient.					
19. The firm focuses on budget allocation for research and development of product and continuous management, which helps to make a difference and increasing competitive advantage.					
20. The firm is committed to the application of new innovations continuous, which help to make a modification of marketing operations to a more modern and effective.					

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Section 6: Opinion on the effect of external factor affecting strategic brand management capability of food supplement businesses in Thailand

External factor affecting strategic brand management capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Rigorous competition 1. The competitor has increased making the business focus on research and development products to market continue to be able to fight better with the competitor.					
2. Customer needs change rapidly make a business commitment to continually improve and develop an organization to better customer response.					
3. New competitors have increased make business focus on the development potential of management to can better compete.					
4. Customer needs have changed rapidly make business focus on understanding the needs of customers, which help to more customer response.					

Section 7: Recommendations and suggestions regarding business administration of food supplement 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. If you desire a summary report of this study, please give your business card attached with this questionnaire. The summary will be mailed to you upon the completion of data analysis.

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APPENDIX G

Cover Letters and Questionnaire: Thai Version

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แบบสอบถามเพื่อการวิจัย

เรื่อง ศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์และความอยู่รอดของกิจการ: หลักฐานเชิงประจักษ์ธุรกิจอาหารเสริมในประเทศไทย

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยเรื่อง“ศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์และความอยู่รอดของกิจการ: หลักฐานเชิงประจักษ์ธุรกิจอาหารเสริมในประเทศไทย” เพื่อใช้เป็นข้อมูลในการจัดทำวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนคำถาม 7 ตอน ดังนี้

ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารการตลาดธุรกิจอาหารเสริมในประเทศไทย

ตอนที่ 2 ข้อมูลทั่วไปของธุรกิจอาหารเสริมในประเทศไทย

ตอนที่ 3 ความคิดเห็นเกี่ยวกับศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์ของธุรกิจอาหารเสริมในประเทศไทย

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจอาหารเสริมในประเทศไทย

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์ของธุรกิจอาหารเสริมในประเทศไทย

ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์ของธุรกิจอาหารเสริมในประเทศไทย

ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์ของธุรกิจอาหารเสริมในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใด ๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่ ( ) ต้องการ E - mail ( ) ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address หรือแนบนามบัตรของท่านมากับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการให้ข้อมูลที่เป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ มา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นางสาวพรศิริ วิรุณพันธ์ โทรศัพท์เคลื่อนที่ 081-5507925 หรือ E – mail: pornsiri_@hotmail.com

(นางสาวพรศิริ วิรุณพันธ์)

นิสิตระดับปริญญาเอก สาขาวิชาการจัดการการตลาด

คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

Mahasarakham University

<u>ตอนที่ 1</u> ข้อมูลทั่วไปของผู้บริหารธุรกิจอาหารเสริมในประเทศไทย

1. เพศ

❑ ชาย ❑ หญิง

2. อายุ

❑ น้อยกว่า 30 ปี ❑ 30 – 40 ปี

❑ 41 – 50 ปี ❑ มากกว่า 50 ปี

3. สถานภาพ

❑ โสด ❑ สมรส

❑ หม้าย/หย่าร้าง

4. ระดับการศึกษา

❑ ปริญญาตรีหรือเทียบเท่า ❑ สูงกว่าปริญญาตรี

5. ประสบการณ์ในการทำงาน

❑ น้อยกว่า 5 ปี ❑ 5 – 10 ปี

❑ 11 – 15 ปี ❑ มากกว่า 15 ปี

6. รายได้เฉลี่ยต่อเดือน

❑ ต่ำกว่า 75,000 บาท ❑ 75,000-100,000 บาท

❑ 100,001-125,000 บาท ❑ มากกว่า 125,000 บาท

7. ตำแหน่งงานในปัจจุบัน

❑ ผู้อำนวยการฝ่ายการตลาด ❑ ผู้จัดการฝ่ายการตลาด

❑ อื่น ๆ (โปรดระบุ)..................................

Mahasarakham University

<u>ตอนที่ 2</u> ข้อมูลทั่วไปของธุรกิจอาหารเสริมในประเทศไทย

1. รูปแบบธุรกิจ

❑ บริษัทจำกัด ❑ ห้างหุ้นส่วน

2. ประเภทธุรกิจหลัก

❑ ผลิตภัณฑ์เสริมอาหารเพื่อบำรุงสุขภาพ ❑ ผลิตภัณฑ์เสริมอาหารเพื่อป้องกันโรค

❑ ผลิตภัณฑ์เสริมอาหารเพื่อควบคุมน้ำหนัก ❑ ผลิตภัณฑ์เสริมอาหารเพื่อความงาม

❑ อื่นๆ (โปรดระบุ)....................................

3. ลักษณะธุรกิจ

❑ จำหน่ายให้ผู้ประกอบการรายอื่น ❑ จำหน่ายให้ผู้บริโภคโดยตรง

❑ จำหน่ายให้ทั้งผู้ประกอบการและผู้บริโภค ❑ อื่นๆ โปรดระบุ.....................

4. ที่ตั้งของธุรกิจ

❑ กรุงเทพมหานคร ❑ ภาคเหนือ

❑ ภาคกลาง ❑ ภาคตะวันออก

❑ ภาคตะวันออกเฉียงเหนือ ❑ ภาคใต้

❑ ภาคตะวันตก

5. จำนวนทุนในการดำเนินงาน

❑ ต่ำกว่า 10,000,000 บาท ❑ 10,000,000 บาท-20,000,000 บาท

❑ 20,000,001 บาท-30,000,000 บาท ❑ มากกว่า 30,000,000 บาท

6. ระยะเวลาในการดำเนินธุรกิจ

❑ น้อยกว่า 5 ปี ❑ 5 – 10 ปี

❑ 11 – 15 ปี ❑ มากกว่า 15 ปี

7. จำนวนพนักงานในปัจจุบัน

❑ น้อยกว่า 50 คน ❑ 50 - 100 คน

❑ 101 - 150 คน ❑ มากกว่า 150 คน

8. รายได้ของกิจการเฉลี่ยต่อปี

❑ ต่ำกว่า 20,000,000 บาท ❑ 20,000,000 -40,000,000 บาท

❑ 40,000,001 -60,000,000 บาท ❑ มากกว่า 60,000,000 บาท

<u>ตอนที่ 3</u> ความคิดเห็นเกี่ยวกับศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์ของธุรกิจอาหารเสริมในประเทศไทย

ศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<u>การมุ่งเน้นมูลค่าตราสินค้า (Brand Equity Orientation)</u> 1. กิจการเชื่อมั่นว่าตราสินค้าที่ดีสามารถสร้างประโยชน์และมูลค่าให้กับองค์กรได้อย่างต่อเนื่องทำให้กิจการบริหารงานได้ประสบความสำเร็จได้ดียิ่งขึ้น					
2. กิจการมั่นใจว่าคุณภาพสินค้าและบริการจะสามารถจูงใจลูกค้าได้เป็นอย่างดี ซึ่งจะช่วยทำให้เกิดความจงรักภักดีต่อตราสินค้าและเพิ่มความได้เปรียบทางการแข่งขันได้ดียิ่งขึ้น					
3. กิจการมุ่งมั่นให้มีการเชื่อมโยงตราสินค้าไปสู่ประโยชน์ที่เกิดขึ้นกับองค์กรอย่างเป็นรูปธรรม เพื่อช่วยให้กิจการขยายตลาดได้กว้างขวางมากยิ่งขึ้น					
4. กิจการมุ่งเน้นให้มีการใช้ประโยชน์จากตราสินค้าเพื่อสร้างรายได้และผลตอบแทนให้กับองค์กรอย่างเป็นระบบและเป็นรูปธรรม จะช่วยให้กิจการประสบความสำเร็จได้ดียิ่งขึ้น					
<u>สมรรถนะของภาพลักษณ์ตราสินค้า (Brand Image Competency)</u> 5. กิจการเชื่อมั่นว่าภาพลักษณ์ตราสินค้าที่ดี จะช่วยทำให้มีความสามารถในการแข่งขันทางการตลาดได้ดียิ่งขึ้น					
6. กิจการให้ความสำคัญกับการพัฒนาคุณภาพสินค้าและบริการอย่างต่อเนื่อง จะช่วยให้กิจการสามารถตอบสนองความต้องการของตลาดได้ดียิ่งขึ้น					
7. กิจการมุ่งเน้นให้มีการคิดค้นคุณประโยชน์และคุณสมบัติของสินค้าให้มีความโดดเด่น ซึ่งจะช่วยให้สร้างการยอมรับจากลูกค้าได้ดียิ่งขึ้น					
8. กิจการมุ่งเน้นในการปรับปรุงและเปลี่ยนแปลงคุณลักษณะสินค้าอย่างต่อเนื่องเพื่อให้สามารถตอบสนองต่อความต้องการในตลาดได้เป็นอย่างดี					
<u>ความสามารถในการระบุอัตลักษณ์ตราสินค้า (Brand Identification Capability)</u> 9. กิจการเชื่อมั่นว่าการมีอัตลักษณ์ที่ชัดเจน จะช่วยทำให้กิจการดำเนินการทางการตลาดได้ดียิ่งขึ้น					

<u>ตอนที่ 3</u> (ต่อ)

ศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
10. กิจการให้ความสำคัญกับการออกแบบลักษณะสินค้าและบริการให้มีความโดดเด่น ซึ่งจะช่วยให้ลูกค้าเข้าใจและจดจำสินค้าบริการได้ดียิ่งขึ้น					
11. กิจการมุ่งเน้นให้มีการสร้างสรรค์สินค้าและบริการที่มีความแตกต่างจากคู่แข่งขันอย่างเห็นได้ชัดเพื่อให้ลูกค้าได้รับรู้ถึงความเป็นตัวตนของสินค้าและบริการของกิจการ จะช่วยให้สามารถเพิ่มการตอบสนองของลูกค้าได้ดียิ่งขึ้น					
12. กิจการมุ่งมั่นในการนำเสนอสินค้าและบริการที่มีลักษณะพิเศษกว่าสินค้าในตลาด จะช่วยทำให้สามารถเพิ่มความพึงพอใจของลูกค้าได้ดี					
<u>การมุ่งเน้นศักยภาพตราสินค้า (Brand Potentiality Focus)</u> 13. กิจการเชื่อมั่นว่าตราสินค้าสามารถนำมาใช้เป็นกลยุทธ์ในการดำเนินงานขององค์กรเป็นอย่างดี ซึ่งจะช่วยให้สามารถบริหารงานได้ดียิ่งขึ้นทั้งในปัจจุบันและอนาคต					
14. กิจการให้ความสำคัญกับการวางตำแหน่งของตราสินค้าอย่างเป็นระบบและเป็นรูปธรรม ซึ่งจะช่วยให้สามารถต่อสู้กับการแข่งขันได้เป็นอย่างดี					
15. กิจการมุ่งเน้นให้มีการวิเคราะห์ถึงการยอมรับและความเชื่อถือในตราสินค้า ซึ่งจะช่วยให้สร้างผลตอบแทนให้แก่กิจการได้อย่างต่อเนื่อง					
16. กิจการมุ่งเน้นให้มีการใช้ประโยชน์จากตราสินค้าในการแข่งขันอย่างเป็นรูปธรรม ซึ่งจะช่วยให้เกิดการรับรู้และสร้างความน่าเชื่อถือให้กับกิจการมากยิ่งขึ้น					
<u>การมุ่งเน้นการลงทุนในตราสินค้า</u> **<u>(Brand Investment Concentration)</u>** 17. กิจการเชื่อมั่นว่าการจัดสรรงบประมาณในการลงทุนพัฒนาตราสินค้าอย่างเป็นระบบและเป็นรูปธรรม จะช่วยให้กิจการประสบความสำเร็จในอนาคตดียิ่งขึ้น					

ศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
18. กิจการสนับสนุนให้บุคลากรตระหนักถึงการศึกษาและทำความเข้าใจเกี่ยวกับประโยชน์ของตราสินค้าอย่างต่อเนื่อง ซึ่งจะช่วยให้เกิดการคิดค้นสิ่งใหม่ๆ อย่างต่อเนื่อง และสร้างความได้เปรียบทางการแข่งขัน					
19. กิจการมุ่งเน้นให้มีการพัฒนาการบริการให้สอดคล้องกับคุณภาพสินค้าและบริการอย่างเป็นรูปธรรม จะช่วยให้ได้รับการยอมรับจากลูกค้าได้ดียิ่งขึ้น					
20. กิจการให้ความสำคัญกับการพัฒนาจุดเด่นของตราสินค้าทั้งในปัจจุบันและอนาคต จะช่วยให้เกิดแนวทางการบริหารจัดการที่มีประสิทธิภาพมากยิ่งขึ้น					

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจอาหารเสริมในประเทศไทย

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
ความผูกพันของลูกค้า (Customer Commitment) 1. ลูกค้าเก่าเข้ามาซื้อสินค้าและบริการของกิจการอย่างต่อเนื่องจากตั้งแต่อดีตถึงปัจจุบัน					
2. ลูกค้าใหม่เข้ามาซื้อสินค้าและบริการของกิจการเพิ่มมากขึ้น ซึ่งเกิดจากคำแนะนำของลูกค้าเก่า					
3. ในกรณีที่กิจการมีการแนะนำสินค้าและบริการใหม่ๆ ลูกค้าจะเข้ามามีส่วนร่วมในการทดลองใช้สินค้าและบริการต่างๆ อย่างต่อเนื่อง					

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ตอนที่ 4 (ต่อ)

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มาก ที่สุด 5	มาก 4	ปาน กลาง 3	น้อย 2	น้อย ที่สุด 1
4. ลูกค้ามั่นใจในคุณภาพสินค้าและบริการของกิจการอย่างชัดเจน ซึ่งจะทำให้เกิดการใช้สินค้าและบริการต่อไปในอนาคตอย่างต่อเนื่อง					
<u>การยอมรับของตลาด (Market Acceptance)</u> 5. กิจการมีการบริหารการตลาดที่ดีและมีคุณภาพจากอดีตถึงปัจจุบัน					
6. กิจการได้รับการยอมรับจากตลาดและผู้มีส่วนเกี่ยวข้องว่าเป็นกิจการที่มีการบริหารที่ดี และเป็นมืออาชีพอย่างโดดเด่นเป็นรูปธรรม					
7. กิจการเป็นหนึ่งในองค์กรที่ได้รับการยอมรับว่ามีการประดิษฐ์สินค้าและบริการที่มีคุณภาพที่ดีอย่างต่อเนื่อง					
8. เมื่อเปรียบเทียบกับคู่แข่งเกี่ยวกับการบริหารการตลาด กิจการได้รับการยอมรับว่ามีการบริหารงานการตลาดที่ประสบความสำเร็จด้วยดีเสมอมาตั้งแต่อดีตจนถึงปัจจุบัน					
<u>ความน่าเชื่อถือของผู้มีส่วนได้ส่วนเสีย (Stakeholder Reliability)</u> 9. กิจการได้รับความร่วมมือจากผู้มีส่วนได้เสียในกิจกรรมต่างๆ ที่เกี่ยวข้องกับกิจการอย่างต่อเนื่อง					
10. กิจการได้รับการยอมรับจากลูกค้าเกี่ยวกับคุณภาพสินค้าและบริการอย่างต่อเนื่องจากอดีตถึงปัจจุบัน					
11. กิจการเป็นอีกกิจการหนึ่งที่ได้รับการยอมรับว่าสามารถสร้างสรรค์สิ่งดีๆ ให้กับอุตสาหกรรมได้อย่างต่อเนื่อง					
12. กิจการได้รับความไว้วางใจจากหน่วยงานภาครัฐให้ดำเนินกิจกรรมต่างๆ ที่เกี่ยวข้องกับการบริหารการตลาดอย่างต่อเนื่องจากอดีตถึงปัจจุบัน					

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ตอนที่ 4 (ต่อ)

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<u>ผลการดำเนินงานตราสินค้า (Brand Performance)</u> 13. กิจการมีกำไรจากการดำเนินงานเป็นไปตามเป้าหมายและสอดคล้องกับวัตถุประสงค์ที่วางไว้					
14. กิจการมีส่วนแบ่งทางการตลาดเพิ่มขึ้นอย่างต่อเนื่องในทุกๆ ปี					
15. กิจการมีจำนวนลูกค้าเพิ่มขึ้นอย่างต่อเนื่อง					
16. กิจการมียอดขายเจริญเติบโตอย่างต่อเนื่อง เมื่อเปรียบเทียบกับในอดีต					
17. กิจการมีผลการดำเนินงานที่สอดคล้องกับวัตถุประสงค์และเป้าหมายได้อย่างมีประสิทธิภาพ					
<u>การอยู่รอดของบริษัท (Firm Survival)</u> 18. กิจการมีฐานการเงินที่มั่นคงจากอดีตถึงปัจจุบันและจะส่งผลต่อไปยังอนาคต					
19. กิจการสามารถนำเสนอสินค้าหรือบริการรูปแบบใหม่ๆ เข้าสู่ตลาดได้อย่างต่อเนื่อง ตั้งแต่อดีตจนถึงปัจจุบันและต่อไปในอนาคต					
20. กิจการสามารถสร้างสรรค์นวัตกรรมและพัฒนาสินค้าและบริการแบบใหม่ๆ ได้อย่างเป็นระบบและเป็นรูปธรรม					
21. กิจการสามารถปรับตัวภายใต้สถานการณ์การแข่งขันได้เป็นอย่างดีตั้งแต่อดีตถึงปัจจุบันและคาดการณ์ในอนาคต					

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ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์ของธุรกิจอาหารเสริมในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
ความเป็นเชิงรุกของวิสัยทัศน์ทางการตลาด (Marketing Vision Proactiveness) 1. กิจการเชื่อมั่นว่าการมีแนวทางนโยบายที่มุ่งเป้าไปยังอนาคตจะช่วยให้การดำเนินงานประสบความสำเร็จมากยิ่งขึ้น					
2. กิจการให้ความสำคัญกับการศึกษาทำความเข้าใจการเปลี่ยนแปลงหรือศักยภาพการแข่งขันของคู่แข่งขัน ลูกค้า ตลาด และสินค้า ซึ่งจะช่วยให้สามารถเพิ่มความได้เปรียบทางการแข่งขันได้ดียิ่งขึ้น					
3. กิจการมีการมุ่งเน้นกับการวิเคราะห์ คาดการณ์สถานการณ์การแข่งขันในอนาคต ซึ่งจะช่วยให้ปรับเปลี่ยนการวางแผนทางการตลาดให้มีประสิทธิภาพมากยิ่งขึ้น					
4. กิจการมุ่งมั่นในการเป็นผู้นำทางการตลาดในอุตสาหกรรมอย่างต่อเนื่อง ซึ่งจะช่วยให้การบริหารงานมีประสิทธิภาพมากยิ่งขึ้น					
การเรียนรู้ลูกค้า (Customer learning) 5. กิจการเชื่อมั่นว่าการเรียนรู้ลูกค้าอย่างเป็นระบบ จะช่วยให้การบริหารงานเป็นไปอย่างมีศักยภาพมากยิ่งขึ้น					
6. กิจการให้ความสำคัญกับการวิเคราะห์ถึงความต้องการเกี่ยวกับเจตคติและพฤติกรรมของลูกค้าอย่างต่อเนื่อง ซึ่งจะช่วยให้กิจการสามารถตอบสนองลูกค้าได้ดียิ่งขึ้น					
7. กิจการให้ความสำคัญกับการพัฒนาระบบการติดตามความต้องการและการรับรู้การเปลี่ยนแปลงของลูกค้าอย่างต่อเนื่อง จะทำให้การดำเนินงานมีศักยภาพทั้งในปัจจุบันและในอนาคต					

ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
8. กิจการมุ่งมั่นจัดทำฐานข้อมูลที่เกี่ยวข้องกับความต้องการของลูกค้าจากอดีตถึงปัจจุบัน ซึ่งจะช่วยให้สามารถการปรับปรุงกลยุทธ์ให้เหนือกว่าคู่แข่งขันได้เป็นอย่างดี					
ทรัพยากรทางการตลาด (Marketing resource) 9. กิจการเชื่อมั่นว่าการมีทรัพยากรการตลาดอย่างเพียงพอ จะช่วยให้การบริหารการตลาดได้ดียิ่งขึ้น					
10. กิจการมุ่งมั่นในการพัฒนาศักยภาพของบุคลากรทางการตลาดอย่างต่อเนื่อง จะช่วยให้เพิ่มประสิทธิภาพการปฏิบัติงานทางการตลาดดีมากยิ่งขึ้นกว่าเดิม					
11. กิจการให้ความสำคัญกับการจัดสรรงบประมาณเกี่ยวกับกิจกรรมการตลาดอย่างเป็นระบบ ซึ่งจะช่วยให้การดำเนินงานทางการตลาดของกิจการบรรลุเป้าหมายได้อย่างมีประสิทธิภาพยิ่งขึ้น					
12. กิจการมุ่งเน้นให้มีการใช้เทคนิคและวิธีการสมัยใหม่เข้ามาใช้อย่างต่อเนื่อง ซึ่งจะช่วยสนับสนุนให้การดำเนินงานทางการตลาดให้มีประสิทธิภาพมากยิ่งขึ้น					
การยอมรับเทคโนโลยี (Technology Acceptance) 13. กิจการเชื่อมั่นว่าการประยุกต์ใช้เทคโนโลยีในการดำเนินงานอย่างเป็นระบบ จะช่วยทำให้การดำเนินงานด้านการตลาดมีประสิทธิภาพมากยิ่งขึ้น					
14. กิจการให้ความสำคัญกับการพัฒนาเทคโนโลยีใหม่ๆในการดำเนินกิจกรรมทางการตลาดอยู่เสมอ ซึ่งจะช่วยทำให้บรรลุเป้าหมายได้อย่างรวดเร็วยิ่งขึ้น					

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ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
15. กิจการมุ่งเน้นให้มีการติดต่อสื่อสารระหว่างหน่วยงานโดยใช้เทคโนโลยีเป็นฐาน ซึ่งจะช่วยทำให้การปฏิบัติงานได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
16. กิจการส่งเสริมให้มีการศึกษาเรียนรู้ทำความเข้าใจเกี่ยวกับเทคโนโลยีใหม่ๆ จะช่วยให้สามารถปรับปรุงประยุกต์ใช้พัฒนาองค์กรได้ดียิ่งขึ้น					
<u>วัฒนธรรมเชิงนวัตกรรม (Innovation culture)</u> 17. กิจการเชื่อมั่นว่าการมีวัฒนธรรมองค์กรที่มุ่งเน้นในการสร้างสรรค์และพัฒนาสิ่งใหม่ๆ จะช่วยให้การดำเนินงานบรรลุความสำเร็จได้ดียิ่งขึ้นทั้งในปัจจุบันและอนาคต					
18. กิจการสนับสนุนให้บุคลากรมีการพัฒนาสร้างสรรค์สิ่งใหม่ๆ ในการดำเนินงานอย่างต่อเนื่อง ซึ่งจะช่วยทำให้การปฏิบัติงานได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
19. กิจการมุ่งเน้นให้มีการจัดสรรงบประมาณเพื่อการวิจัยและพัฒนาของผลิตภัณฑ์และการบริหารงานอย่างต่อเนื่อง ซึ่งจะช่วยให้สามารถสร้างความแตกต่างและความได้เปรียบทางการแข่งขันเพิ่มมากขึ้น					
20. กิจการมุ่งมั่นให้มีการประยุกต์ใช้นวัตกรรมใหม่ๆ อย่างต่อเนื่อง ซึ่งจะช่วยทำให้เกิดการปรับเปลี่ยนรูปแบบการดำเนินงานทางการตลาดที่ทันสมัยและมีประสิทธิภาพมากยิ่งขึ้น					

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<u>ตอนที่ 6</u> ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์ของธุรกิจอาหารเสริมในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<u>การแข่งขันที่รุนแรง (Rigorous competition)</u> 1. คู่แข่งขันมีจำนวนมากขึ้น ทำให้กิจการต่างๆ มุ่งเน้นการวิจัยและพัฒนาสินค้าออกสู่ตลาดอย่างต่อเนื่อง เพื่อให้สามารถต่อสู้กับคู่แข่งขันได้ดียิ่งขึ้น					
2. ความต้องการของลูกค้าเปลี่ยนแปลงอย่างรวดเร็ว ทำให้กิจการต่างๆ มุ่งมั่นที่จะปรับปรุงและพัฒนาองค์การอย่างต่อเนื่อง เพื่อให้ตอบสนองลูกค้าได้เป็นอย่างดี					
3. คู่แข่งขันรายใหม่มีจำนวนเพิ่มขึ้น ทำให้กิจการต่างๆ ให้ความสำคัญกับการพัฒนาศักยภาพการบริหารงานเพื่อให้สามารถแข่งขันได้ดียิ่งขึ้น					
4. ความต้องการของลูกค้ามีการเปลี่ยนแปลงอย่างรวดเร็ว ทำให้กิจการต่างๆ ต้องให้ความสำคัญกับการทำความเข้าใจความต้องการของลูกค้า ซึ่งจะช่วยทำให้สามารถตอบสนองความต้องการของลูกค้าได้มากยิ่งขึ้น					

<u>ตอนที่ 7</u> ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับการจัดการตราสินค้าของธุรกิจอาหารเสริมในประเทศไทย

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ขอขอบพระคุณท่านที่ได้สละเวลาตอบแบบสอบถามทุกข้อ ได้โปรดพับแบบสอบถามและใส่ซองที่แนบมาพร้อมนี้ ส่งคืนตามที่อยู่ที่ระบุไว้

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APPENDIX H

Letters to Experts

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สำเนา

บันทึกข้อความ

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

ที่ ศธ.0530.10/ **วันที่** 1 มิถุนายน 2560

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปพฤกษ์บารมี อุตสาหะวาณิชกิจ

ด้วย นางสาวพรศิริ วิรุณพันธ์ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "ศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์และความอยู่รอดของกิจการ: หลักฐานเชิงประจักษ์ธุรกิจอาหารเสริมในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.สุวรรณ หวังเจริญเดช)
รองคณบดีฝ่ายกิจการนิสิต รักษาการแทน
คณบดีคณะการบัญชีและการจัดการ

สำเนา

บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422
ที่ ศธ.0530.10/ **วันที่** 7 มิถุนายน 2560
เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.ศรัญญา รักสงฆ์

ด้วย นางสาวพรศิริ วิรุณพันธ์ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "ศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์และความอยู่รอดของกิจการ: หลักฐานเชิงประจักษ์ธุรกิจอาหารเสริมในประเทศไทย"ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.สุวรรณ หวังเจริญเดช)
รองคณบดีฝ่ายกิจการนิสิต รักษาการแทน
คณบดีคณะการบัญชีและการจัดการ

VITAE

Mahasarakham University

VITAE

NAME	Miss Pornsiri Wirunphan
DATE OF BIRTH	March 03, 1975
PLACE OF BIRTH	Sisaket, Thailand
ADDRESS	42 Moo 2, Tambon Chik Sang Thong Rasi salai District, Sisaket, Thailand 33160
POSITION	Lecturer
PLACE OF WORK	Faculty of Business Administration and Accounting Sisaket Rajabhat University

EDUCATION

1993	Mathayom 6, Since-Math program, Rasi salai School, Sisaket, Thailand
1997	Bachelor of Business Administration (Marketing), North Eastern University, Khon Kaen, Thailand
2002	Master’s Degree in Business Administration (Marketing), Sripatum University, Bangkok, Thailand
2018	Doctor of Philosophy (Marketing Management) Mahasarakham University, MahaSarakham, Thailand

RESEARCH

2016	Wirunphan, P., and Ussahawanitchakit, P. (2016). Brand competency and brand performance: an empirical research of cosmetic businesses and health products business in Thailand. The Business & Management Review, 7(5), 329-338.

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