

ปัจจัยที่มีอิทธิพลต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์: หลักฐานเชิง

ประจักษ์จากธุรกิจอาหารเสริมในประเทศไทย

Antecedents of Strategic Brand Management Capability: Empirical

Evidence from Food Supplement Businesses in Thailand

พรศิริ วิรุณพันธ์¹ / ประทานพร จันทรอินทร์² / ปกรณ์ สัจจงพงษ์³

Pornsiri Wirunphan / Prathanporn Jhundra-Indra / Pakorn Sujchaphong

¹สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

Marketing Management at Mahasarakham Business School, Mahasarakham University

²สาขาวิชาการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

Program in Marketing at Mahasarakham Business School, Mahasarakham University

³สาขาวิชาการจัดการ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

Program in Management at Mahasarakham Business School, Mahasarakham University

บทคัดย่อ

วัตถุประสงค์ของการศึกษานี้คือเพื่อศึกษาความสัมพันธ์ระหว่างศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์กับปัจจัยต่างๆ ที่ส่งผล ซึ่งประกอบด้วย ทัศนคติทางการตลาดเชิงรุก การเรียนรู้ลูกค้า ทรัพยากรทางการตลาด การยอมรับเทคโนโลยี และการแข่งขันที่รุนแรง โดยทำการศึกษาธุรกิจอาหารเสริมในประเทศไทยซึ่งมีจำนวน 549 บริษัทโดยใช้ประชากรทั้งหมดเป็นกลุ่มตัวอย่างและใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูลได้จำนวนแบบสอบถามที่สมบูรณ์สามารถนำมาวิเคราะห์จำนวน 122 ธุรกิจ คิดเป็นร้อยละ 23.55 ของอัตราการตอบกลับ งานวิจัยนี้ใช้สถิติคือการวิเคราะห์การถดถอยมาทำการวิเคราะห์ข้อมูล ผลการวิจัยพบว่าปัจจัยทั้งหมดมีอิทธิพลเชิงบวกต่อศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์ โดยเฉพาะอย่างยิ่งทัศนคติทางการตลาดเชิงรุก ดังนั้นผู้บริหารการตลาดควรให้ความสำคัญและส่งเสริมทรัพยากรที่สามารถตอบสนองต่อปัจจัยเหล่านี้เพื่อให้ศักยภาพการจัดการตราสินค้าเชิงกลยุทธ์บรรลุความสำเร็จ

คำสำคัญ: การจัดการตราสินค้าเชิงกลยุทธ์, ศักยภาพการจัดการตราสินค้า, ธุรกิจอาหารเสริม

Abstract

The purpose of this study was to investigate the relationship between strategic brand management capability and its antecedents, including marketing vision proactiveness, customer learning, marketing resource, technology acceptance and rigorous competition. 549 food supplement businesses in Thailand were used as the population and questionnaire was used for data collecting in this study. Finally, only 122 surveys were complete and usable that had a response rate of 23.55 %. The statistics technique used regression analysis. The results showed that all of these factors had a positive influence on strategic brand management capability, especially marketing vision proactiveness. Therefore, marketing managers should focus and promote organization's resources that could support these factors to achieve successful strategic brand management capability.

Keywords: strategic brand management, brand management capability, food supplement businesses

Introduction

Nowadays, globalization has an influence on environmental changes, with intense competition, changes in customer behavior. A new requirements of customers were necessary for businesses search in terms of strategic response adequately (Fatma et al., 2014). Brand management is important to develop the organizational capability respond to the market demand continuously (Bennett and Runde-Thiete, 2005). It is more successful if the brand decisions are based on strategic analyses, which include the analysis of market, customer, competition, and power of mark (Cravens and Pierry, 2006). Therefore, strategic brand management capability is an importance management tool that enables a firm to create, develop, support and maintain strong brands. From literature review, many previous research studied on the influences of strategic brand management capability on performance (Roeck and Delobbe, 2012).

From literature review, most researchers mention the internal factors that affect the strategic brand management capability. For example, Cravens et al. (2000) found that the factors

that affect firms' capability in managing their brand include developing market vision, achieve ability/value match, exploring strategic relationships, building strong brands, the brand leveraging and awareness the advantages of proactiveness. Moreover, technology acceptance is recognized as a powerful way to enhanced brand management efficiency (Davis et al., 1989). In addition, environmental characteristics with organizational characteristics to suggest when functional, decentralized, brand management is appropriate (Zeithaml et al., 1988). However, there is little article explaining in the context of antecedents both internal and external factors that effected on strategic brand management capability, especially in developing country.

Therefore, this research attempts to study about the key factors that contribute to strategic branding management by study in food supplement businesses in Thailand as the sample. 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. Moreover, in Thailand focus on strategic brand management, because strategic brand management is applied increases in the firm. Consistent with Jiarakun (2014) mention that, recognizing the importance of strategic brand management, and implementation were clear evidences lead to the success of the business. The result of the research could be confirm the linkage between strategic brand management capability and its antecedents; and it can encourage a strategic brand management capability lead to firm survive in future.

This research is the purpose is to study the environmental variables both external and internal of organizational and resources such as product and brand that seem to be of greatest significance for the formulation of viable business strategies (Hofer, 1975). Drazin and Van de Ven (1985) explained that a better understanding of the nature of the organization's strategy is gained by investigating its antecedents in the forms of internal and external environmental factors. The factors that affect firms' capability in managing their brand include developing market vision,

achieve ability/value match, exploring strategic relationships, building strong brands, the brand leveraging and awareness the advantages of proactiveness (Cravens et al., 2000). Moreover, technology acceptance is recognized as a powerful way to enhanced brand management efficiency (Davis et al., 1989). In addition, environmental characteristics with organizational characteristics to suggest when functional, decentralized, brand management is appropriate (Zeithaml et al., 1988).

Research Objectives

To examine the effect of five antecedents, including marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition on strategic brand management capability

Literature Reviews

This study is based on contingency theory explained that structure and process of a firm must fit its context about characteristics of firm's culture, environment, technology, size, or task, if the firm wants to survive or effectively perform business (Drazin and Van, 1985). 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). It was developed from the two concept of strategic brand management and brand management capability. The concept of strategic brand management focuses on organizational marketing strategy which is related to the planning of the brand in medium and long-term goals to encourage the strategic marketing planning process (Erdil, 2013). Meanwhile, brand management capability focuses on a process and activity that enables a firm to develop, support, and maintain a strong brand (Aaker, 1994), as well as identify another key resource associated with the firm's brand management capabilities.

Thus, in this study, strategic brand management capability is defined as ability of the processes and activities that enable a firm to create, develop, support and maintain strong brands

(Aaker, 1994; Hulland et al., 2007). Strategic brand management is more successful if the brand decisions are based on strategic analysis. It provides the basic information for decision-making. The analysis firstly includes analysis of market, customer, competition, and power of mark (Cravens and Piercy, 2006). The firms advocate the option of developing the strategic brand management capability, with its emphasis on understanding and nurturing brand from a customer-centric perspective (Iosifidis, 2010). For this reason, strategic brand management becomes the lens for focusing development of corporate strategy and the ground for decision making about content and services (Iosifidis, 2010). While, success in strategic brand management depends on (1) ensuring the 'proper' alignment of brand identity with brand image, and (2) gearing all business processes and resource management to guarantee consistency in fulfilling identity claims (De Chernatony, 2001; Ind, 2001). Moreover, Chen et al. (2011) suggested that firms should recognize both external and internal forces that enhanced the practice of integrated brand management in order to succeed in developing their brand.

Thus, this research determines antecedents namely, the external factor is rigorous competition and the internal factors are marketing vision proactiveness, customer learning, marketing resource, and technology acceptance. From the above mentioned it may be seen the business environments that it has effects on the performance through strategic brand management capability. Therefore, strategic brand management capability also plays a very important role in significant internal decision-making improvement about a brand of the firm. Unfortunately, very little is known about the antecedents to strategic brand management capability. This research was presented antecedents that will help to enhance strategic brand management capability of firms. From the literature review, the antecedents of strategic brand management capability include marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition. The conceptual model presents the relations between strategic brand management capability and its antecedents as shown in Figure 1:

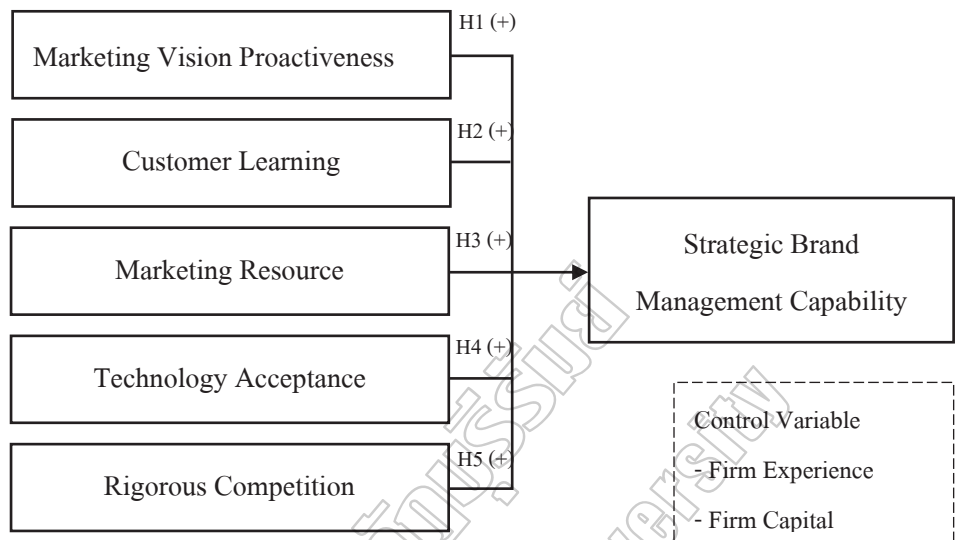


Figure 1: Conceptual Model

1. Marketing Vision Proactiveness

Market vision has been defined as a clear and specific mental model or image that organizational members have a desired and important product-market for a new technology (Reid and de Brentani, 2010). Also, proactive marketing vision means an idealized goal of the executive that believed to be achieved in anticipation of marketing opportunities, introducing valuable novelty, and discovering future market trends (Lumpkin and Dess, 2001). Thus, in this study, marketing vision proactiveness is defined the process of assigned potential goals to lead firms to achieve their predictions of marketing opportunities to develop and introduce products or marketing strategies that are novel, valuable, and will be a future marketing trend (Intarapanich and Ussahawanitchakit, 2011; Lumpkin and Dess, 2001). For these reasons, it provides the future goals and the requisite actions to achieve the goals and environment, marketing vision proactiveness has relevance with change-oriented behaviors, the proactive adaptation of firm, and inducement to increasing collaboration in work (Griffin et al., 2010). Thereby, higher marketing vision proactiveness has several benefits to a firm. Hence, marketing vision proactiveness could affect the strategic brand management capability that the hypothesis propose as follows.

Hypothesis 1: Marketing Vision Proactiveness will have a positive influence on strategic brand management capability.

2. Customer Learning

Customer learning refers to the firm's ability to pay interest on customer behaviors both current and future in order to effectively respond to customer demand and continuously discovers additional needs of which customers are not aware (Narver and Slater, 1990). Previous research claimed that customer learning of firms can implement to understand their customers better by analyzing and interpreting customer need for effective customer response (Phokha and Ussahawanitchakit, 2011). Thus, in this study, customer learning refers to an ability of firms to understand, diffuse, and utilize customer information to identify potential needs and preferences, and discover additional needs of customers who are unknown, in order to generate excellent value for customers (Feng et al., 2012; Luangsakdapich et al., 2015). As mentioned above, learning the customer's needs beyond a competitor, leading to an increase in sales in the future. Therefore, customer learning is a potential factor to enhance strategic brand management capability. The proposition is developed as follows.

Hypothesis 2: Customer learning will have a positive influence on strategic brand management capability.

3. Marketing Resource

Marketing resource has been defined as characteristic, tangible or intangible, bodily or human, and intelligent or relational. These can be mobilized by the company to complete a competitive advantage in its markets (Hooley et al., 2005). Moreover, Barney (1991) stated that marketing resource refers to the strategic resource of an organization that is fruitful for both tangible and intangible resources. Furthermore, marketing resource refers to an ability of the firm to allocate the existence of marketing resources to maximize benefits and create distinction from the competition (Tzokas et al., 1997). Hence, in this study, marketing resources refers to the extent to which a firm possesses knowledge and internal resources related to a marketing operational (Ngo and O'Cass, 2012; O'Cass, Ngo and Siahtiri, 2015). For these reasons, marketing

resources and capabilities influence the performance of an organization (Grobler, 2007).

Therefore, marketing resources should positively support strategic brand management capability.

Consequently, the related hypotheses are postulated as the following.

Hypothesis 3: Marketing resource will have a positive influence on strategic brand management capability.

4. Technology Acceptance

Technology acceptance is about how people accept and adopt some technology for use (Louho et al., 2006). In addition, technology acceptance is the cognitive style of internal beliefs and their impact on user behavior (Dillon, 2001). Kim et al. (2009) stated that technology acceptance including system usage, behavioral intention to use, attitude toward using, perceived usefulness, and perceived ease of use. Thus, in this study, technology acceptance is defined as beliefs, attitudes, and intentions of the organization to adopt technology into the processes work of firm (Burton-Jones and Hubona, 2006; Rhee, 2004). Furthermore, technology acceptance is vital because the most important benefit associated with access to the new technologies is the increase in the supply of information (Suyarna and Godavari, 2012). For these reasons, the primary internal beliefs for technology acceptance behaviors include perceived usefulness and perceived ease of use. Hence, technology acceptance should link positively the strategic brand management capability as the following hypothesis.

Hypothesis 4: Technology acceptance will have a positive influence on strategic brand management capability.

5. Rigorous Competition

Rigorous competition is a situation where competition is fierce due to the presence of numerous competitors (Chan et al., 2012). Rigorous competition has similar meaning with competition intensity. Similarity, competitive intensity refers to the degree to which a firm faces competition in a market (Grewal and Tansuhaj 2001). Moreover, intensity competition is defined as the degree of competition in the business that a firm faces at present (Zhao and Cavusgil, 2006). Thus, in this study, rigorous competition is defined the growing competition influences to degree

of competition in business that a firm faces at present (Kohli and Jaworski, 1990; Zhao and Cavusgil, 2006). Competitive environment affects performance and links to control systems such as the relationship with the adaption of change in management accounting and control systems (Cagwin and Bouwman, 2002). For these reasons, this situation is full of complexity, stress, uncertainty, and a highly hostile opportunity (Schultz et al., 2010). Moreover, rigorous competition is also one of the important determinants of performance and of the strategic choices of the firm. Thus, rigorous competition should affect strategic brand management capability that they should be stated as in the following hypothesis.

Hypothesis 5: Rigorous Competition will have a positive influence on strategic brand management capability.

Methodology

1. Sample Selection and Data Collection Procedure

The population is food supplement businesses in Thailand. The sample is selected from the online database of the Department of Business Development of Thailand (www.dbd.go.th). The firms are active in the database totaling 549 food supplement businesses (information drawn on December 3, 2016). Accordingly, an appropriate sample size is 232 food supplement businesses under calculating the number of sufficient members of a sample, the allowable error can be calculated at five percent ($e = .05$) (Yamane, 1973). Based on prior business research, a 20% response rate for a mail survey, without an appropriate follow-up procedure, is deemed sufficient (Aaker et al., 2001). Thus, 1,160 firms for a sampling frame; however, this number exceeds total population. As a result, this research finally uses 549 firms as a sample population and for a distributed mail survey. With regards to the questionnaire mailing, 31 surveys were undeliverable because some firms had moved to the unknown location. Deducting the undeliverable from the original 549 mailed, the valid mailing was 518 surveys, from which 124 responses were received. Due to 2 responses found incomplete and with response errors. As a result, completed questionnaires are 122. The effective response rate was approximately 23.55%. The response rate

for a mail survey, without an appropriate follow-up procedure, if greater than 20 percent, is considered acceptable (Aaker et al., 2001). Therefore, 122 firms are enough sample size for employing multiple regression analysis. To test non-response bias and to detect and consider possible problems with non-response errors was investigated by chi-square tests that followed to Armstrong and Overton (1977). This research examined the significant differences in the demographic information of the food supplement businesses. The results were not significant between early and late responses. Thus, it was implied that these received questionnaires show insignificant non-response bias for the analysis in this research.

2. Reliability and Validity

In this study, the Cronbach's alpha was used to test the reliability of the measurement. Coefficient alpha indicates the degree of internal consistency among items in questionnaires that should be greater than 0.70 (Hair et al., 2010). In this study, convergent validity was tested by the factor loading, each of construct should be greater than the 0.40 cut-off and all factors are statistically significant (Hair et al., 2010). The results show that all variables have factor score between 0.653 to 0.895 indicating that there is the construct validity. Moreover, the reliability of all variable is accepted because Cronbach's alpha for all variables are shown between 0.797 to 0.895.

3. Statistical Techniques

All dependent and independent variables in this study are the metric scale. Therefore, OLS regression is appropriate technique to test all hypotheses. From the conceptual model and hypotheses, the following four equation models are formulated:

$$SBMC = \alpha + \beta_1 MVP + \beta_2 CLE + \beta_3 MRE + \beta_4 TAC + \beta_5 RCO + \beta_6 FC + \beta_7 FE + \varepsilon$$

Results

The descriptive statistics and correlation matrix for all variables are shown in Table 1. The results indicate that correlation coefficients are ranging from 0.510 - 0.794. With respect to potential problems relating to multicollinearity, variance inflation factors (VIF) were used to test the intercorrelations among independent variable. In this study, the VIFs range from 1.025 to 1.084, well below the cut-off value of 10 as recommended by Hair et al. (2010), meaning that the independent variables are not correlated with each other. Thus, there are no significant multicollinearity problems confronted in this research.

Table 1

Descriptive Statistics and Correlation Matrix

Variables	MVP	CLE	MRE	TAC	RCO	SBMC
MVP	0.799 ^a					
CLE	.689***	0.830 ^a				
MRE	.621***	.619***	0.805 ^a			
TAC	.613***	.589***	.762***	0.851 ^a		
RCO	.637***	.679***	.730***	.794***	0.797 ^a	
SBMC	.690***	.745***	.550***	.510***	.600***	0.895 ^a
FC	.219**	.179**	.237***	.208	.244***	.213**
FE	.054	.013	-.029	.020	.079	.067

N = 122, *** p<0.01, ** p<0.05, ^a Cronbach's Alpha, FC = Firm Capital, FE= Experience

Table 2 shows the results of the OLS regression analysis of the relationships between marketing vision proactiveness, customer learning, marketing resource, technology acceptance, rigorous competition, and strategic brand management capability.

Table 2

Results of Regression Analysis

Independent Variables	Dependent Variables ^a
	Strategic brand management capability (SBMC)
Marketing Vision Proactiveness (MVP : H1)	.213*** (.028)
Customer Learning (CLE : H2)	.154*** (.027)
Marketing Resources (MRE : H3)	.131*** (.028)
Technology Acceptance (TAC : H4)	.120*** (.028)
Rigorous Competition (RCO : H5)	.107*** (.027)
Firm Capital (FC)	.035 (.057)
Firm Experience (FE)	.038 (.056)
Adjusted R ²	.556

Beta coefficients with standard in parenthesis. ***p<.01, **p<.05, * p<.10

For the five antecedents of strategic brand management capability, the results shows that marketing vision proactiveness has a positive impact on strategic brand management capability ($\beta_1 = .213, p < .01$), hence, Hypothesis 1 is supported. Customer learning has a significant positive effect on strategic brand management capability ($\beta_2 = .154, p < .01$), therefore, Hypothesis 2 is supported. Marketing resources has a significant positive effect on strategic brand management capability ($\beta_3 = .131, p < .01$). Therefore, Hypothesis 3 is supported. Technology acceptance has a significant positive influence on strategic brand management capability ($\beta_4 = 0.120, p < .01$).

Therefore, Hypothesis 4 is supported. Rigorous competition has a significant influence on strategic brand management capability ($\beta_5 = .107, p < .01$). Therefore, Hypothesis 5 is supported.

Discussion

The research finding show that the first variable, marketing vision proactiveness consistent with prior research found that company reputation is linked with the organization's values, purpose, and market 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). In addition, Hatch and Schultz (2001) found that marketing vision supports brand identity, and is integrated at all company levels which evolves with customer change. Moreover, In accord with research of Haeckel (2004) found that proactive vision induces better prediction, superior analysis, faster switching frames, and develops the understanding of systems knowledge and rapid response. The results of this research found that increased marketing vision proactiveness has several benefits to strategic brand management capability.

Secondly, customer learning has a significant positive effect on strategic brand management capability consistent with research of Smith (2004) found that 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. Wongsena et al. (2017) found that firm should customer learning about customer needs to purchase decision product and service, which increases the satisfaction of customers. Furthermore, Brexendorf et al. (2015) found 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, 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 (Zahay and Griffin, 2004).

Thirdly, marketing resources has a significant positive effect on strategic brand management capability consistent with research of Faircloth (2005) found that a resource is a significant contributor to a positive brand image that supports the organization. Moreover, in accord with research of Xiao (2011) found that marketing resources led to brand image optimization, and can bring visible, actual, company performance improvement. Also, firms which devote considerable marketing resources to training and continuous learning, focus on product and brand knowledge, and role playing (M'zungu et al., 2010).

Fourthly, technology acceptance has a significant positive influence on strategic brand management capability consistent with prior research found technology acceptance can trigger affective reactions of the employee to optimize the process of brand management of an organization (Yeung and Wyer, 2005). In line with research of Christodoulides et al. (2006) found that the acceptance of technology supplements the rational evaluation of the functional and technical performance of strategic brand management. In addition, in accord with research of Morgan-Thomas and Veloutsou (2013) found that a firm's technology acceptance provides a more complete understanding of a brand.

The last antecedents, rigorous competition has a significant influence on strategic brand management capability. This result indicates that rigorous competition is considered for this attribute in that it is interconnected with the economic life of the brand. In line with research of Deepa, and Chitramani (2013) found that 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. Consistent with research of O'Cass and Ngo (2007) found that competitive intensity as influencing a firm's strategic type and characteristics that drive a superior brand management leading to brand performance.

Conclusion

The purpose of this study is to examine the effect of five antecedents, including marketing vision proactiveness, customer learning, marketing resource, technology acceptance, and rigorous competition on strategic brand management capability. The results indicated that marketing vision proactiveness, customer learning, marketing resource, technology acceptance and rigorous competition have significant positive influence on strategic brand management capability. Hence, marketing executives need to encourage marketing vision proactiveness, customer learning, and marketing resource, technology acceptance, and rigorous competition in order to achieve successful strategic brand management capability. Furthermore, the results suggest that strategic brand management capability is one of the strategic in marketing to guide for the survival of a firm in market conditions are that intense.

Moreover, future research could develop other research methodologies to test this conceptual framework of antecedents of strategic brand management capability. Also, future research should be investigated based on the moderator which would encourage the relationship.

Suggestions

The following are some recommendations based on research results:

1. Theoretical Contributions and Directions for Future Research

This study, based on the theoretical support of contingency theory for building our model, intends to clearly provide understanding an objective and investigates the impacts of antecedents and strategic brand management capability. It provided uniquely theoretical contributions to previous knowledge and literatures relevant to strategic brand management capability. In addition, this study explicitly considers strategic brand management capability antecedents, including marketing vision proactiveness, customer learning, marketing resource, and rigorous competition. This research has been based on quantitative research, it provides results that can be generalized about the relationships among its antecedents and strategic brand management capability.

2. Managerial Contributions

This study affords the implications for marketing executives, which helps firms identify key antecedents of strategic brand management capability. Thus, marketing executives have to emphasize on marketing vision proactiveness to determining policy guidelines led to the future goal. Additionally, firms have to focus on customer learning to analyze continuously with regard to attitudes, behaviors, and customers' needs. Also, firms have to highlight on marketing resources to continuously develop the potential of marketing personnel and resources of the company. Likewise, firms have to emphasize on technology acceptance to support the rational evaluation of the functional and technical performance of strategic brand management. Moreover, 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. Thus, five 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. Because these factors influence strategic brand management capability success are also important.

References

- Aaker, D. A. (1994). *Managing brand equity*. New York: The Free Press.
- Aaker, D.A., Kumar, V. & Day, G. (2001). *Marketing research*. New York: John Wiley and Sons, Inc.
- Balmer, J. M. (2001). Corporate identity, corporate branding and corporate marketing-Seeing through the fog. *European journal of marketing*, 35(3/4), pp. 248-291.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), pp. 99-120.
- Bennett, R. & Rundle-Thiele, S. (2005). The brand loyalty life cycle: Implications for marketers. *Journal of Brand Management*, 12(4), pp. 250-263.

- Brexendorf, T. O., Bayus, B. & Keller, K. L. (2015). Understanding the interplay between brand and innovation management: Findings and future research directions. *Journal of the Academy of Marketing Science*, 43(5), pp. 548-557.
- Burton-Jones, A. & Hubona, G. S. (2006). The mediation of external variables in the technology acceptance model. *Information and Management*, 43(6), pp. 706-717.
- Cagwin, D. & Bouwman, M. J. (2002). The Association between Activity-Based Costing and Improvement in Financial Performance. *Management Accounting Research*, 13, pp. 1-39.
- Chan, R. Y., He, H., Chan, H. K. & Wang, W. Y. (2012). Environmental orientation and corporate performance: The mediation mechanism of green supply chain management and moderating effect of competitive intensity. *Industrial Marketing Management*, 41(4), pp. 621-630.
- Chen, X., Lam, L. W. & Zou, H. (2011). Antecedents and performance consequences of integrated brand management in China: An exploratory study. *Journal of Global Marketing*, 24(2), pp. 167-180.
- Christodoulides, G., De Chernatony, L., Furrer, O., Shiu, E. & Abimbola, T. (2006). Conceptualising and measuring the equity of online brands. *Journal of Marketing Management*, 22(7-8), pp. 799-825.
- Coulibaly, M. & Sauvé, L. (2010). Value creation in brand alliances: A dynamic conceptualization. *Journal of Business Market Management*, 4(1), pp. 3-25.
- Cravens, D.W. & Piercy, N. F. (2006). *Strategic marketing*. Eight edition, New York: McGraw-Hill.
- Cravens, D. W., Piercy, N. F. & Prentice, A. (2000). Developing market-driven product strategies. *Journal of Product & Brand Management*, 9(6), pp. 369-388.
- Davis, F., Bagozzi, R. & P. Warshaw. (1989). User acceptance of computer technology: A comparison of two theoretical models. *Management Science*, 35(8), pp. 982-1003.
- De Chernatony, L. (2001). *From Brand Vision to Brand Evaluation*. Oxford: Butterworth Heinemann.

- Deepa, S. & Chitramani, P. (2013). Brand building of retail stores. *Journal of Contemporary Research in Management*, 8(2), pp. 9-24.
- Department of Business Development. (2016). *Business data warehouse*. [Online]. Retrieved on December 10, 2016 from: <http://datawarehouse.dbd.go.th/bdw/home/main.html>.
- Dillon, A. (2001). *User acceptance of information technology*. In Encyclopedia of human factors and ergonomics. London: Taylor and Francis.
- Drazin, R. & Van de Ven, A. H. (1985). Alternative forms of fit in contingency theory. *Administrative science quarterly*, 30(4), pp. 514-539.
- Erdil, T. S. (2013). Strategic brand management based on sustainable-oriented view: An evaluation in Turkish home appliance industry. *Procedia-Social and Behavioral Sciences*, 99, pp. 122-132.
- Faircloth, J. B. (2005). Factors influencing nonprofit resource provider support decisions: applying the brand equity concept to nonprofits. *Journal of Marketing Theory and Practice*, 13(3), pp. 1-15.
- Fatma, G., Kumari, E. & Farooqi, R. (2014). Recent trend of strategic brand management in global prospective. *International Journal of Emerging Research in Management & Technology*, 3(7), pp. 134-137.
- Feng, T., Sun, L., Zhu, C. & Sohal, A. S. (2012). Customer orientation for decreasing time-to-market of new products: IT implementation as a complementary asset. *Industrial Marketing Management*, 41(6), pp. 929-939.
- Grewal, R. & Tansuhaj, P. (2001). Building organizational capabilities for managing economic crisis: The role of market orientation and strategic flexibility. *Journal of marketing*, 65(2), pp. 67-80.
- Griffin, M. A., Parker, S. K. & Mason, C. M. (2010). Leader vision and the development of adaptive and proactive performance. *Journal of Applied Psychology*, 95(1), pp. 174-182.

- Grobler, A. (2007). A dynamic view on strategic resources and capabilities applied to an example from the manufacturing strategy literature. *Journal of Manufacturing Technology Management*, 18(3), pp. 250-266.
- Gromark J. & Melin F. (2011). The underlying dimensions of brand orientation and its impact on financial performance. *Journal of Brand Management*, 18(6), pp. 394-410.
- Haeckel, S. H. (2004). Peripheral vision: Sensing and acting on weak signals: Making meaning out of apparent noise: The need for a new managerial framework. *Long Range Planning*, 37(2), pp. 181-189.
- Hair, Jr.J.F., Black, W.C., Babin, B.J. & Anderson, R.E. (2010). *Multivariate data analysis: A global perspective* (7th ed.). New Jersey: Pearson Prentice Hall.
- Hankinson, G. (2005). Destination brand images: A business tourism perspective. *Journal of Services Marketing*, 19(1), pp. 24-32.
- Hatch, M.J. & Schultz, M. (2001). Are the strategic stars aligned for your corporate brand? *Harvard Business Review*, 79(2), pp. 128-134.
- Hofer, C. W. (1975). Toward a contingency theory of business strategy. *Academy of Management journal*, 18(4), pp. 784-810.
- Hooley, G. J., Greenley, G. E., Cadogan, J. W., & Fahy, J. (2005). The performance impact of marketing resources. *Journal of Business Research*, 58(1), pp. 18-27.
- Hulland, J., Wade, M. R. & Antia, K. D. (2007). The impact of capabilities and prior investments on online channel commitment and performance. *Journal of Management Information Systems*, 23(4), pp. 109-142.
- Ind, N. (2001). *Living the Brand: How to Transform Every Member of Your Organization into a Brand Ambassador*. London: Kogan Page.
- Intarapanich, S. & Ussahawanitchakit, P. (2011). Dynamic technology capability, firm competitiveness enhancement, and organization stability: Evidence from IT businesses in Thailand. *Journal of International Business and Economics*, 11(4), pp. 93-120.

- Iosifidis, P. (2010). *Reinventing public service communication: European broadcasters and beyond*. New York: Palgrave Macmillan.
- Jiarakun, T. (2014). The development of successful indicators for Thai Universities brand management. *Veridian E-Journal*, 7(3), pp. 1125-1141.
- Kim, H. J., Mannino, M. & Nieschwietz, R. J. (2009). Information technology acceptance in the internal audit profession: Impact of technology features and complexity. *International Journal of Accounting Information Systems*, 10(4), pp. 214-228.
- Kohli, A.K. & Jaworski, B.J. (1990). Market orientation: The construct, research propositions, and managerial implications. *Journal of Marketing*, 54(2), pp. 1-18.
- Louho, R., Kallioja, M. & Oittinen, P. (2006). Factors affecting the use of hybrid media applications. *Graphic arts in Finland*, 35(3), pp. 11-21.
- Luangsakdapich, R., Jhundra-indra, P. & Muenthaisong, K. (2015). A conceptual model of customer service flexibility strategy and performance. *In Allied Academies International Conference*. Academy of Marketing Studies. Proceedings, 20(2), pp. 55-75. Jordan Whitney Enterprises, Inc.
- Lumpkin, G.T. & Dess, G.G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry Life Cycle. *Journal of Business Venturing*, 16(5), pp. 429-451.
- Morgan-Thomas, A. & Veloutsou, C. (2013). Beyond technology acceptance: Brand relationships and online brand experience. *Journal of Business Research*, 66(1), pp. 21-27.
- M'zungu, D. M., Merrilees, B. & Miller, D. (2010). Brand management to protect brand equity: A conceptual model. *Journal of Brand Management*, 17(8), pp. 605-617.
- M'zungu, S. D. M. (2013). *SME Brand Management: Strategic and Operational Perspectives* (Doctoral dissertation, Griffith University). South East Queensland, Australia.
- Narver, J. C. & Slater, S. F. (1990). The effect of a market orientation on business profitability. *The Journal of marketing*, pp. 20-35.

- Ngo, L. & O'Cass, A. (2012). Performance implications of market orientation, marketing resource and marketing capabilities. *Journal of Marketing Management*, 28(1-2), pp. 173-187.
- O'Cass, A. & Ngo, L. V. (2007). Balancing external adaptation and internal effectiveness: Achieving better brand performance. *Journal of Business Research*, 60(1), pp. 11-20.
- O'Cass, A., Ngo, L. V. & Siahtiri, V. (2015). Marketing resource-capability complementarity and firm performance in B2B firms. *Journal of Business & Industrial Marketing*, 30(2), pp. 194-207.
- Phokha, A. & Ussahawanitchakit, P. (2011). Marketing leadership strategy, marketing outcomes and firm sustainability: Evidence from food product business in Thailand. *International Journal of Strategic Management*, 11(3), pp. 1-25.
- Reid, S. E. & de Brentani, U. (2010). Market visioning competence and market vision: Impacts on early performance for radically-new, hightech products. *Journal of Product Innovation Management*, 27(4), pp. 500-518.
- Rhee, Y. (2004). *A case study of employees' perception of organizational characteristics, subsequent stress, and new technology acceptance* (Doctoral dissertation, Madison: University of Wisconsin-Madison, 2004). Wisconsin, U.S.
- Roeck, D.K. & Delobbe, N. (2012). Do environmental CSR initiatives serve organizations: Legitimacy in the oil industry? Exploring employees: Reactions through organizational identification theory. *Journal Business Ethics*, 110(4), pp. 397-412.
- Schultz, J. J., Bierstaker, J. L. & O'Donnell, E. (2010). Integrating business risk into auditor judgment about the risk of material misstatement: The influence of a strategic-systems-audit approach. *Accounting, Organizations and Society*, 35(2), pp. 238-251.
- Suvarna, J. S. & Godavari, J. (2012). Higher education through ICT in rural areas. *Golden Research Thoughts*, 1(10), pp. 1-4.
- Smith, G. (2004). Brand image transfer through sponsorship: A consumer learning perspective. *Journal of marketing management*, 20(3-4), pp. 457-474.

- Tzokas, Nikolaos, Saren, M. & Brownlie, D. (1997). Generating marketing resources by means of R&D activities in high technology firms. *Industrial Marketing Management*, 26(4), pp. 331-340.
- Urde, M. (1994). Brand orientation: A strategy for survival. *Journal of Consumer Marketing*, 11(3), pp. 18-32.
- Wongsena, C., Unjaroen, N. & Chantharung, N. (2017). Effects of branding capability on reputable satisfaction and client responses of Spa business success in Thailand. *The Journal of Rommayasan*, 15(2), pp. 283-295.
- Xiao, J. (2011). *Research on relationship of non-market activities and company performance-based on public companies empirical data* (Dissertation thesis, Sun Yat-Sen University, 2011). Retrieved on 5 February 2017 from <https://search.proquest.com/docview/1873871459/3A0771C7F5984734PQ/1?accountid=50152>
- Yamane, Taro. (1973). *Statistics: An introductory analysis*. Third editio. New York: Harper and Row Publication.
- Yeung, C. W. & Wyer Jr, R. S. (2005). Does loving a brand mean loving its products? The role of brand-elicited affect in brand extension evaluations. *Journal of Marketing Research*, 42(4), pp. 495-506.
- Zahay, D., & Griffin, A. (2004). Customer learning processes, strategy selection, and performance in business to business service firms. *Decision Sciences*, 35(2), pp.169-203.
- Zhao, Y. & Cavusgil, S. T. (2006). The effect of supplier's market orientation on manufacturer's trust. *Industrial Marketing Management*, 35(4), pp. 405-414.
- Zeithaml, V. A., "Rajan" Varadarajan, P. & Zeithaml, C. P. (1988). The contingency approach: Its foundations and relevance to theory building and research in marketing. *European Journal of Marketing*, 22(7), pp. 37-64.

ผู้เขียน

นางสาวพรศิริ วิรุณพันธ์

นักศึกษาระดับปรัชญาดุษฎีบัณฑิต หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.)

สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

โทรศัพท์: 08-1550-7925 อีเมล: Pornsiri_mba@hotmail.com

Author

Miss Pornsiri Wirunphan

Pursuing a Doctor of Philosophy Program in Marketing Management,

Maharakham Business School, Maharakham University

Tel.: 08-1550-7925 E-mail address: Pornsiri_mba@hotmail.com

มหาวิทยาลัยราชภัฏรำไพพรรณี
Buriram Rajabhat University