

Brand creation strategy and marketing survival: an empirical investigation of non-alcoholic beverage businesses in Thailand

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Keywords

Brand Creation Strategy, Customer Acceptance, Market Reliability, Competitor Resistance, Brand Success, Marketing Survival

Abstract

This study aims to investigate the relationships of brand creation strategy which consist brand awareness emphasis, image appropriate generation, product value formation and target communications continuity on marketing survival through customer acceptance, market reliability, competitor resistance and brand success. In addition, this article also investigates the antecedents of brand creation strategy including transformational marketing leadership, resources availability and competitive intensity and the moderating effect of market culture which moderates the relationship of antecedents of brand creation strategy and each dimension of brand creation strategy. The 128 non-alcoholic beverages businesses in Thailand were used as samples of the study. The result indicates that brand awareness emphasis, image appropriate generation, and target communications continuity have a positive influence on the brand success and marketing survival. In addition, transformational marketing leadership has a positive influence with all dimensions of brand creation strategy; and market culture has moderate effect with the antecedents and each dimension of brand creation strategy. The evidence of this study will offer guidance for non-alcoholic beverages businesses in Thailand to successfully enhance marketing survival. Theoretical and managerial contributions are available. A conclusion, suggestions, and directions for future research are also suggested.

1. Introduction

The American Marketing Association (AMA) which states “marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (Definition of Marketing, 2013).” The rapidly changes from the society, economics, business environments and technology are made business create values to the customers that are more challenge than the past (Saekoo and Ussahawanitchakit, 2010). The manufacturing process is much more advanced than the past and that dilutes the uniqueness of the products and services of each firm (Neumeier, 2006). Despite firm has ability for making unique products, the competitors also can develop and replicate that uniqueness to the target customer with ease (Schultz, 1998). Additionally, customers are not only seeking just core benefit from the products but they are also tending to seek the products and services which reflect their personality (Solomon, 2007; Neumeier, 2006). This situation made the marketer have to pay more attention to these changes when create the marketing strategy. (Saekoo and Ussahawanitchakit, 2010).

Marketing strategy involved many activities which lead to the same goals; create sustainable competitive advantages (Barney, 1991; Porter, 1996). Strategy involves with the valuable activities of the firm which those activities cannot replicate by others and those activities (Porter, 1996). Additionally, those activities are containing the decision about firm’s resources which can lead firm to accomplish the sustainable competitive advantage (Dierickx and Cool, 1989). Barney (1991) stated that firm resources which made firm accomplish the sustainable competitive advantage have specific characteristics such as rare, valuable for the firm, hard to interchange or replicate those resources which could be both tangible and intangible.

Branding is one of the most favorite strategies for making the distinctiveness of firm’s products and service because brand is hard to replicate by the competitors (Randall, 2000; Aaker, 2001; Kotler and Keller, 2011). Brand was defined by American Marketing Association (AMA) as “a name, term, sign, symbol or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of the competitors”

(cited in Wood, 2000). Brand also defines as the connection of the firm's products and services which are rational or irrational to the customer's needs (Keller, 1993). Neumeier (2006) stated that brand is very important for the customer because when they have to buy products and services, they have many choices, but they have limited time to choose and many firms also offer products which might have similar quality and features. Thus, customer will choose products based on brand they trust and brand is one of the most powerful strategic tool since the spreadsheet.

Brand can gain benefits to the firm performance (Kim and Kim, 2005) such as helping consumer distinguish products and creating positive image of quality in customer's minds, and brand equity could retain the market share from competitors (Bharadwaj et al. ,1993). For these reasons, brand is very important and many firms are trying to create their brand. Brand creation is a process of brand introduction to the market (Damoiseau, Black and Raggio, 2011). Brand creation is involved with many processes to create brand for making the competitive advantages (Urde, 1999). In addition, brand creation is an organizational level activity for transfer brand meaning which can deliver value to the stakeholders and gain more performance to the firm (Ewing and Napoli, 2005). Moreover, Huang and Tsai (2013) state that brand creation strategy can create the competitive advantage in the marketing competition and a strong brand also increases the potential of competition to the firm.

From the favor of the brand creation concepts from both academicians and practitioners, that leads to many researches of brand creation in many contexts. However, the research which examines the relationship between brand creation and marketing survival were not found. The purpose of this article is to examine the impact of each dimension of brand creation strategy and marketing survival through customer acceptance, market reliability, brand success, and competitor resistance. Moreover, this article also examines the impact of the antecedents of brand creation strategy including transformational marketing leadership, resources availability and competitive intensity which affects each dimension of brand creation strategy. In addition, this article also examines the moderating effect of market culture which moderates the relationship between antecedents of brand creation strategy and each dimension of brand creation strategy.

This article focuses on non-alcoholic beverage businesses in Thailand as sample because this business has a continuity growth. In 2014, non-alcoholic beverage business is growing 10.6% compared to 2013 and market value approximately was US\$ 5.9 billion (Soft Drinks in Thailand, 2014) which means this business plays the very important roles in Thailand's economy.

The research questions for this article are: (1) how is each dimension of brand creation strategy associated with customer acceptance, market reliability, competitor resistance, brand success and marketing survival?; (2) how do customer acceptance, market reliability and competitor resistance associate with brand success?; (3) how does brand success associate with marketing survival?; (4) how do transformational marketing leadership, resources availability and competitive intensity associate with each dimension of brand creation strategy?; and (5) how does market culture moderate the relationship between transformational marketing leadership, resources availability, competitive intensity, and each dimension of brand creation strategy?

The remaining parts of this article are organized as follows. First, the author will describe the foundation theory and literature review which are related to the brand creation strategy and also propose hypotheses. Second, the author will describe the research methodology including the selection of sample, procedure of data collection, measurement and the equations to test the hypotheses. Third, the author will provide the result of hypotheses testing and discussion. Finally, the author will summarize the findings and offers theoretical contributions and managerial implications. Future research suggestion is also offered in this article.

2. Literature Reviews and Hypotheses Development

This study is based on the resources advantage theory (R-A theory) which states that firm's resources are the critical element for creating superior performance (Hunt and Madhavaram, 2006). Brand could be a non-physical resources which attached to the firm's products and services to create value in consumer's mind (Aaker, 1991), these non-physical resources are treasured, rare, hard to exchange and reproduce by other firms (Barney, 1991) and this resource can gain firm's competitive advantages (Mizik and Jacobson, 2008).

The purpose of this article is to examine the antecedents and outcomes of the brand creation strategy. In addition, this article also examines the moderating effect of market culture and the relationship of the antecedents of brand creation strategy and each dimension of brand creation strategy. Therefore, the conceptual model which presents the relationship of variables is shown in Figure 1.

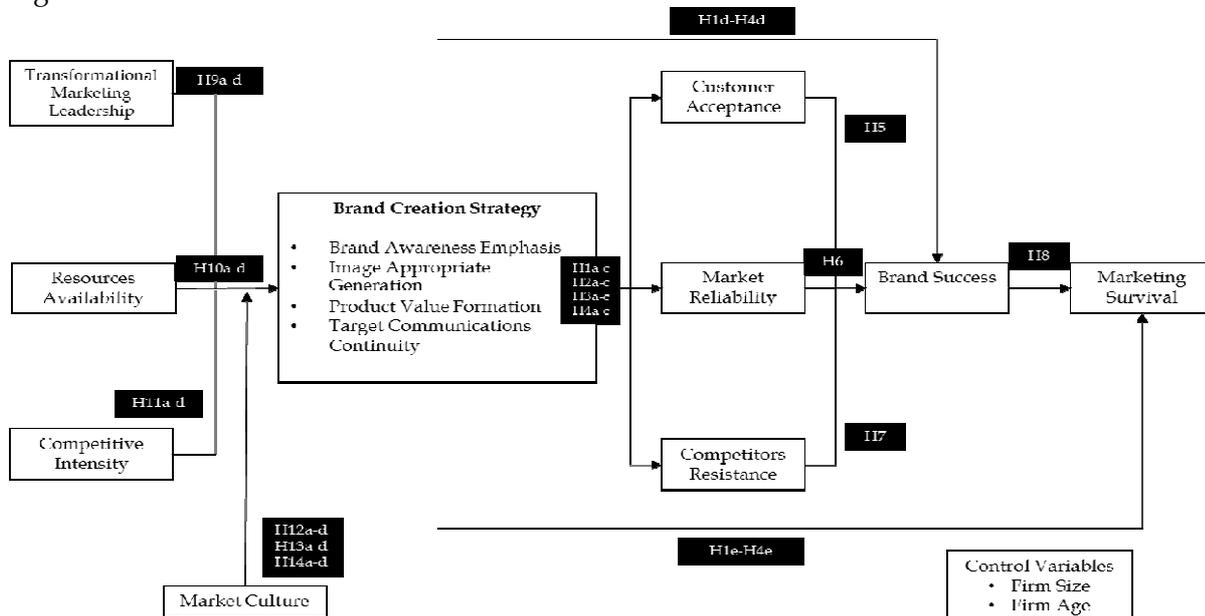


Figure 1: Conceptual Model of the relationships between Brand Creation Strategy and Marketing Survival of Non-Alcoholic Beverages Businesses in Thailand

Brand Creation Strategy

The critical objective of the brand creation is for create brand equity (Keller, 1998; Aaker, 2001). One of the most recognized meanings of branding is stated by Aaker (1991) which stated that brand equity is a set of resources which connected to the brand including symbol and name; these resources can be both enhance or deduct the value of products and services in customer's mind. In addition, Keller (1998), defines brand equity as the result of brand knowledge in consumers' mind which included brand awareness and brand image. Brand equity can gain benefits to the firm performance (Kim and Kim, 2005) such as helping consumer distinguish products and creating positive image of quality in their minds, and brand equity could retain the market share from competitors (Bharadwaj et al., 1993).

Brand creation is a process of brand introduce to the market which consists of many activities such as creating values and communicating that values with the target customer (Urde, 1999). Moreover, brand creation strategy can create the competitive advantages in the marketing competition and a strong brand also increases the potential of competition to the firm. (Huang and Tsai, 2013). Hence, this article defines brand creation strategy as the strategy that firm develops the brand through the activities that create value for the customer and firm. Brand creation strategy including four dimensions; brand awareness emphasis, image appropriate generation, product value formation, and target communications continuity.

a) Brand Awareness Emphasis

Brand awareness emphasis is the firm's ability to describe customer needs and can generate customer awareness of the brand (Kotler and Keller, 2011) including brand recall and recognition (Aaker, 1991). Brand awareness can influence with the customer attitude when they made decision-making because customers have tendency to choose brand that they can remember (Keller, 1993) which can lead to the brand success. For this reason, brand awareness emphasis is important for the success of the brand (Wang, et al., 2008) by creating the brand perception in customer mind (Jobber, 2004).

Brand awareness emphasis has a significant positive relationship with the successful brand (Nurittamont and Ussahawanitchakit, 2008). Moreover, Martínez, Montaner and Pina (2009) state that brand awareness emphasis can increase the opportunity to create the customer acceptance and

brand awareness emphasis is an important factor to the new product success (Saekoo and Ussahawanitchakit, 2010). In addition, firm that has emphasis with brand awareness by describing the customer needs and improving their products and services that can give more benefits to the customer and can be a survival in the highly business competition (Tomkovick and Miller, 2000). Hence, this article can accomplish the theoretical linkage among brand awareness emphasis, customer acceptance, market reliability, competitor resistance, brand success and marketing survival which can lead to the hypothesis as follows:

Hypothesis 1: The stronger the brand awareness emphasis is, the more likely that firms will achieve greater a) customer acceptance, b) market reliability, c) competitor resistance, d) brand success, and e) marketing survival.

b) Image Appropriate Generation

Image appropriate generation is the ability of a firm to gain the perceptions from the consumer to companion brand in their remembrance and, competitors cannot replicate this remembrance (Keller, 1998), firm can gain this remembrance by generating integrated marketing communications plans (Dewhirst and Davis, 2005). Image appropriate generation can gain the brand reputation in customer's mind by using a variety of the marketing activities such as direct experience and indirect experience e.g. word of mouth (Keller, 1998). Moreover, appropriate image can deliver more value and benefits (Erdem and Swait, 1998) and competitive advantage to the firm (Aaker and Keller, 1990), and that can lead the firm to survive in the highly competitive environments. Thus, the image appropriate generation is positively influence with customer acceptance, market reliability, competitor resistance, brand success and marketing survival and the hypothesis can propose as follows:

Hypothesis 2: The stronger the image appropriate generation is, the more likely that firms will achieve greater a) customer acceptance, b) market reliability, c) competitor resistance, d) brand success, and e) marketing survival.

c) Product Value Formation

Product value formation refers to the capability of firm to build the values of their products or services in customer's attitude in overall aspects (Keller, 1998) including the customer perceived product or services quality (Yoo and Donthu, 2001). Reid et al. (2005) stated that product value is the most important reason for customer to select firm's product and services. When firm can create product value in customer mind, firm will receive the benefits by increasing competitive advantages (Keller, 1998; Mizik and Jacobson, 2008). Moreover, product value formation has relationship with firm performance such as market share and growth rate (Ratnatunga and Ewing, 2009). Thus, the product value formation is positively influenced with customer acceptance, market reliability, competitor resistance, brand success and marketing survival and the hypothesis can propose as follows:

Hypothesis 3: The stronger the product value formation is, the more likely that firms will achieve greater a) customer acceptance, b) market reliability, c) competitor resistance, d) brand success, and e) marketing survival.

d) Target Communications Continuity

Marketing communication is one of the most important factors for brand creation strategy (Madhavaram et al., 2005). Target communications continuity is defined as a strategic activity by continually communicating brand information over different communication channels such as public relations, advertising, sponsorship and direct marketing (Dewhirst and Davis, 2005) to produce the same result as creating positive attitude toward brand in customer's mind (King, So and Grance, 2013). Huang and Tsai (2005) state that continuity communication with target customer can gain customer awareness to the brand and reinforce the perception of the firm's product values. Moreover, Akkarawimut and Ussahawanitchakit (2010) found that continuous marketing communications can lead to customer accept that brand. Thus, this research can conclude the theoretical linkage among target communications continuity, customer acceptance, market reliability, competitor resistance, brand success and marketing survival which can lead to the hypothesis as follows:

Hypothesis 4: The stronger the target communications continuity is, the more likely that firms will achieve greater a) customer acceptance, b) market reliability, c) competitor resistance, d) brand success and e) marketing survival.

Consequences of Brand Creation Strategy

a) Customer Acceptance

Customer acceptance is referred as the customer that can realize the value of firm's product and service from the experience with the brand including direct and indirect experiences with that brand in any decision making (Foxall, 2003). When customer accepts brand, the customer will have behaviors such as satisfaction, loyalty, reputation, and confidence with firm's products and services (Robkob and Ussahawanitchakit, 2009; Syers, Ussahawanitchakit and Jhundra-Indra, 2012). Thus, the aforementioned relationship is proposed below.

Hypothesis 5: The stronger the customer acceptance is, the more likely that firms will achieve greater brand success.

b) Market Reliability

In this study, market reliability is defined as the confidence of the stakeholders including stockholder, employee, community, government and customer (Lerner and Fryxell, 1994) on firm ability to offer a trustworthiness product and services which can fulfill their wants (Waranantakul.W, Ussahawanitchakit and Jhundra-Indra, 2013). Chuwiruch and Ussahawanitchakit (2013) found that market reliability has a positive influence with the firm successfully in the market. Thus, the aforementioned relationship is proposed below.

Hypothesis 6: The stronger the market reliability is, the more likely that firms will achieve greater brand success.

c) Competitor Resistance

Competitor resistance is defined as the competitor who is alert and tries to seek a way to improve his business practice and strategy for reaction firm and other competitors' strategy in the market for establishing operational achievements. (Randall, Morgan, and Morton, 2003). When firm sets brand creation strategy which creates customer acceptance and marketing reliability that might be made the competitors try to improve their strategy to compete with the firm and might reduce the success of the brand. Thus, the aforementioned relationship is proposed below.

Hypothesis 7: The stronger the competitor resistance is, the more likely that firms will achieve lesser brand success.

d) Brand Success

In this study, brand success is defined as the result of brand creation strategy for customer, marketplace, and including financial and non-financial measures for the organization. Brand success is going to be the level of the brand returns that can meet the goals or objectives of the firms (Chematomy, Riley and Harris, 1998). Baumgarth (2010) stated that successful brand has a significant positive influence with marketing performance both financial and non-financial performance. Thus, the aforementioned relationship is proposed below.

Hypothesis 8: The stronger the brand success is, the more likely that firms will achieve greater marketing survival.

e) Marketing Survival

Marketing survival is defined as the firm that has ability to survive in the highly uncertain market environments by creating the products and marketing activities which meet customer need and that can create higher sales, market share, profitability, and customer satisfaction than its competitors (Ushijima, 2005).

Antecedents of Brand Creation Strategy

a) Transformational marketing Leadership

Leader is one of the most important factor to the accomplishment of the firm (Jung, Chow and Wu, 2003). Transformational marketing leadership is defined as the activities of leader for building the radical changes in the behaviors of the followers by changing the marketing strategies, organization culture and vision (Meesuptong and Ussahawanitchakit, 2013). The leader can make the attentiveness of changes and gain the group confidence to try new tasks and lead the follower interest with the growth (Jabnoun and Al Rasasi, 2005). Therefore, the research relationships are hypothesized as follow.

Hypothesis 9: *The stronger the transformational marketing leadership is, the more likely that firms will achieve greater a) brand awareness emphasis, b) image appropriate generation, c) product value formation, and d) target communications continuity.*

b) Resources Availability

To create the effective strategy, firm must have the specific resources for creating the competitive advantage (Barney, 1991). This article defines resource availability as the firm that has specific resources which give benefits to the firm including both tangible and intangible, and those resources are helping the core business objective to be achieved. In general, resource focuses on tangible resources such as information, resource, technique, know-how, and opportunity (Pansuppawatt and Ussahawanitchakit, 2011). Therefore, the research relationships are hypothesized as follows.

Hypothesis 10: *The stronger the resource availability is, the more likely that firms will achieve greater a) brand awareness emphasis, b) image appropriate generation, c) product value formation and d) target communications continuity.*

c) Competitive Intensity

Competitive intensity is defined as the degree of the competition in the market that firm has to face (Yushan and Cavusgil, 2006). The competitive intensity leads firm to have the response to this competition speedily (Zahra, 1996) such as creating more effective strategy for more sustainable competitive advantages (Porter, 1996). Therefore, the research relationships are hypothesized as follows.

Hypothesis 11: *The stronger the competitive intensity leadership is, the more likely that firms will achieve greater a) brand awareness emphasis, b) image appropriate generation, c) product value formation and d) target communications continuity.*

Moderating Effects of Market Culture

Market culture is defined as organizational culture including shared values and beliefs, which made employees realize and trust that the marketing function creates value for the existing customer and achieves excellence in business and firm performance (Narver and Slater, 1990) and firm generates a pattern of an organization-specific system based on marketing orientation about responsiveness customer needs, in which the corporate memberships hold to corporate norms (Carr and Lopez, 2007). Therefore, the illustrated relationships are hypothesized as shown below.

Hypothesis 12: *Market culture positively moderates the relationship among transformational marketing leadership and a) brand awareness emphasis, b) image appropriate generation, c) product value formation, and d) target communications continuity*

Hypothesis 13: *Market culture positively moderates the relationship among resources availability and a) brand awareness emphasis, b) image appropriate generation, c) product value formation, and d) target communications continuity*

Hypothesis 14: *Market culture positively moderates the relationship among competitive intensity and a) brand awareness emphasis, b) image appropriate generation, c) product value formation, and d) target communications continuity*

3. Research Methods

Population and Data Collection Procedure

For this study, the population and sample are non-alcoholic beverages businesses which are members of the Department of Business Development (DBD), Ministry of Commerce of Thailand that were selected as the sample for this study. To examine the relationship among brand creation strategy and their antecedents and consequences, 890 businesses are random chosen from 1,356 non-alcoholic beverages businesses in the database list of the Department of Business Development (DBD) by selecting firm which reported to the Department of Business Development (DBD) as those firms are still have activities in the non-alcoholic beverages industry. A mailed survey of questionnaire is used to collect data. The key informants for this study are marketing manager and marketing director. With regard to the questionnaire mailing, 38 questionnaires were undelivered because some firms have moved to other locations. After eliminating the undelivered questionnaire from the original 890 mailed, the valid amount of the questionnaire is 852, which 136 responses were

received. Eight of returned surveys are removed because of the incompleteness. Finally, 128 questionnaires are usable.

In addition, the author also checked for the non-response bias which suggested by Armstrong and Overton (1977) by using the t-test for comparing firms' demographics between early and late response. The author found that there are not significant between early and late response which means there is no non-response bias problem for this study.

Variables and Measurement

In this article, most of variables are measured by five-point Likert's scale from 1 (strongly disagree) to 5 (strongly agree). The details of the measurement of each variable will be presented as follows.

Dependent Variables

Marketing survival (MSV) Marketing survival is defined that the firm has ability to survive in the uncertain market environments by creating the products, marketing activities which meet customers' needs and can create higher sales, market share, profitability and customer satisfaction than its competitors, four items were adapted from Panya and Ussahawanitchakit (2013).

Independent Variables

Brand awareness emphasis (BAE) is measured by four items which adapted from Yoo and Donthu (2001) for measuring firm's ability to create products and services which can fulfill the customers' needs.

Image appropriate generation (IAG) is measured the capacity of firm to create the image from the marketing activities which can create strong link of unique brand image in customers' memory, four items were adapted from Saekoo and Ussahawanitchakit (2010).

Product value formation (PVF) refers to the firm's ability for creating value of their products and services in customers' mind, this variable is measured by four items which adapted from Yoo and Donthu (2001).

Target communications continuity (TCC) is defined as a marketing activity by continuity communicating brand information through different communications channels to produce the same result by creating positive attitude toward brand in customer's mind, measured by three items which are adapted from Low (2000).

Consequences

Customer Acceptance (CAC) is measured by the firm's capability to generate beliefs of customer from the products, services and information which customer could have experience with and can draw interest from the existing customers; four items were adapted from Chung and Holdsworth, (2009).

Market Reliability (MRE) is measured from the firm's marketing executive beliefs that firm has received the trustworthiness from the stakeholders on the firm's skillful to create and offer high quality products and services to the customers including a four-item scale adapted from Waranantakul.W, Ussahawanitchakit and Jhundra-Indra(2013).

Competitor Resistance (CRE) is defined as the firm being expected that the competitors are aware to seek a way to develop business and marketing strategy for retaliation firm's business and marketing strategy in the market; four items are adapted from Nurritamon and Ussahawanijchakit (2010).

Brand Success (BSU) is defined as a result of brand creation strategy to customer, marketplace, and including financial and non-financial measures for the organization. Brand success is going to be the level of the brand returns that can meet the goals or objectives of the firms; four items are adapted from Chematony, Riley and Harris (1998).

Antecedents

Transformational Marketing Leadership (TML) is measured by the process which is conducted by the leader to create radical changes in the behavior of follower by increasing the awareness of changes, increasing the confidence of groups and personal to seek the new way of working or new opportunity, arouse the followers for achievement. Six items were adapted from Yasamon and Ussahawanitchakit (2010).

Resources Availability (RAV) is defined as the availability of firm has specific resources which give benefits to the firm which includes both tangible and intangible and those resources are helping

the core business objective to be achieved. Three items were adapted from Waranantakul.O and Ussahawanitchakit (2012).

Competitive Intensity (CIT) is defined as the degree of the competitor in that market which business firm faces in the industry; four items were adapted from Nurritamont and Ussahawanitchakit (2010).

Moderator

Market Culture (MCU) is defined as organizational culture including shared values and beliefs, which made employees realize and trust that the marketing function creates value for the existing customer and achieves excellence in business and firm performance, four items were adapted from Syers, Ussahawanitchakit and Jhundra-Indra (2012).

Control Variables

Firm age (FAG) is the time that firms are operated which measured by the firm offers products and service in the non-alcoholic beverage businesses in years (Kotabe, Jiang, and Murray, 2011).

Firm size (FSI) is measured by the amount of the firm's full time employees (Kotabe, Jiang, and Murray, 2011).

Reliability and Validity

Before test hypothesis, the confirmatory factor analysis (CFA) is used for test validity of constructs. In regard to confirmatory factor analysis, all constructs have factor loading that are greater than 0.40 which rely the suggestion of Nunnally and Bernstein (1994). The reliability of the measurements are assessed by Cronbach alpha coefficients which Nunnally and Bernstein (1994) suggested that Cronbach alpha coefficients have to be greater than 0.70. The author found that the validity and reliability are acceptable from the suggestion which mentioned earlier. Thus the measures are applicable for the further analysis. Factor loadings and Cronbach alpha coefficients are shown in the table 1.

Variables	Factor Loadings	Cronbach Alpha
Brand Awareness Emphasis (BAE)	0.719-0.850	0.840
Image Appropriate Generation (IAG)	0.729-0.847	0.816
Product Value Formation (PVF)	0.737-0.780	0.755
Target Communications Continuity (TCC)	0.689-0.927	0.809
Customer Acceptance (CAC)	0.769-0.854	0.808
Market Reliability (MRE)	0.559-0.900	0.804
Competitor Resistance (CRE)	0.818-0.892	0.871
Brand Success (BSU)	0.793-0.857	0.842
Marketing Survival (MSV)	0.817-0.889	0.866
Transformational Marketing Leadership (TML)	0.644-0.824	0.835
Resources Availability (RAV)	0.724-0.838	0.717
Competitive Intensity (CIT)	0.746-0.929	0.854
Market Culture (MCU)	0.731-0.841	0.771

Table 1: Result of Factor Loadings and Cronbach Alpha Coefficients

Statistical Techniques

In this study, the author used ordinary least squares (OLS) regression for test hypotheses and investigated the relationships between independent and dependent variables because all variables in this study are interval data. Thus, OLS regression is suitable for investigating the relationship (Hair et al., 2006). The equations of the relationships are shown as follows:

Equation 1: $CAC = \beta_{01} + \beta_1 BAE + \beta_2 IAG + \beta_3 PVF + \beta_4 TCC + \beta_5 FAG + \beta_6 FSI + \varepsilon_1$
 Equation 2: $MRE = \beta_{02} + \beta_7 BAE + \beta_8 IAG + \beta_9 PVF + \beta_{10} TCC + \beta_{11} FAG + \beta_{12} FSI + \varepsilon_2$
 Equation 3: $CRE = \beta_{03} + \beta_{13} BAE + \beta_{14} IAG + \beta_{15} PVF + \beta_{16} TCC + \beta_{17} FAG + \beta_{18} FSI + \varepsilon_3$
 Equation 4: $BSU = \beta_{04} + \beta_{19} BAE + \beta_{20} IAG + \beta_{21} PVF + \beta_{22} TCC + \beta_{23} FAG + \beta_{24} FSI + \varepsilon_4$
 Equation 5: $BSU = \beta_{05} + \beta_{25} CAC + \beta_{26} MRE + \beta_{27} CRE + \beta_{28} FAG + \beta_{29} FSI + \varepsilon_5$
 Equation 6: $MSV = \beta_{06} + \beta_{30} BAE + \beta_{31} IAG + \beta_{32} PVF + \beta_{33} TCC + \beta_{34} FAG + \beta_{35} FSI + \varepsilon_6$
 Equation 7: $MSV = \beta_{07} + \beta_{36} BSU + \beta_{37} FAG + \beta_{38} FSI + \varepsilon_7$
 Equation 8: $BAE = \beta_{08} + \beta_{39} TML + \beta_{40} RAV + \beta_{41} CIT + \beta_{42} FAG + \beta_{43} FSI + \varepsilon_8$
 Equation 9: $BAE = \beta_{09} + \beta_{44} TML + \beta_{45} RAV + \beta_{46} CIT + \beta_{47} MCU + \beta_{49}(TML*MCU) + \beta_{49}(RAV*MCU) + \beta_{50}(CIT*MCU) + \beta_{51} FAG + \beta_{52} FSI + \varepsilon_9$
 Equation 10: $IAG = \beta_{10} + \beta_{53} TML + \beta_{54} RAV + \beta_{55} CIT + \beta_{56} FAG + \beta_{57} FSI + \varepsilon_{10}$
 Equation 11: $IAG = \beta_{11} + \beta_{58} TML + \beta_{59} RAV + \beta_{60} CIT + \beta_{61} MCU + \beta_{62}(TML*MCU) + \beta_{63}(RAV*MCU) + \beta_{64}(CIT*MCU) + \beta_{65} FAG + \beta_{66} FSI + \varepsilon_{11}$
 Equation 12: $PVF = \beta_{12} + \beta_{67} TML + \beta_{68} RAV + \beta_{69} CIT + \beta_{70} FAG + \beta_{71} FSI + \varepsilon_{12}$
 Equation 13: $PVF = \beta_{13} + \beta_{72} TML + \beta_{73} RAV + \beta_{74} CIT + \beta_{75} MCU + \beta_{76}(TML*MCU) + \beta_{77}(RAV*MCU) + \beta_{78}(CIT*MCU) + \beta_{79} FAG + \beta_{80} FSI + \varepsilon_{13}$
 Equation 14: $TCC = \beta_{14} + \beta_{81} TML + \beta_{82} RAV + \beta_{83} CIT + \beta_{84} FAG + \beta_{85} FSI + \varepsilon_{14}$
 Equation 15: $TCC = \beta_{15} + \beta_{86} TML + \beta_{87} RAV + \beta_{88} CIT + \beta_{89} MCU + \beta_{90}(TML*MCU) + \beta_{91}(RAV*MCU) + \beta_{92}(CIT*MCU) + \beta_{93} FAG + \beta_{94} FSI + \varepsilon_{15}$

4. Results and Discussion

Table 2 is shown correlation matrix and descriptive of all variables. Variance inflation factors (VIF) are used to examine the multicollinearity. The results state that VIF's were from 1.130 to 5.224 which was lower than 10 and indicated that there is no multicollinearity problem in this study (Hair et al., 2006).

Table 3 is presented the results of OLS regression of the relationships between the four dimensions of brand creation strategy and its consequences. For the hypothesis 1, brand awareness emphasis (BAE) has a significant positive impact on customer acceptance ($\beta_1 = 0.406$, $p < 0.01$), market reliability ($\beta_7 = 0.605$, $p < 0.01$), competitor resistance ($\beta_{13} = 0.393$, $p < 0.01$), brand success ($\beta_{19} = 0.380$, $p < 0.01$) and marketing survival ($\beta_{30} = 0.352$, $p < 0.01$). Thus, **hypothesis 1a, 1b, 1c, 1d and 1e are supported.**

	BAE	IAG	PVF	TCC	CAC	MRE	CRE	BSU	MSV	TML	RAV	CIT	MCU	FAG	FSI
Mean	3.953	0.381	3.931	3.648	4.027	4.051	3.798	3.699	3.768	3.714	3.829	3.865	3.721	-	-
S.D.	0.644	0.689	0.719	0.734	0.559	0.518	0.619	0.609	0.676	0.681	0.697	0.808	0.706		
BAE															
IAG	.775**														
PVF	.780**	.750**													
TCC	.663**	.713**	.618**												
CAC	.586**	.524**	.509**	.423**											
MRE	.653**	.528**	.532**	.415**	.780**										
CRE	.326**	.192**	.265**	.215**	.356**	.517**									
BSU	.605**	.592**	.434**	.680**	.523**	.646**	.365**								
MSV	.659**	.643**	.564**	.602**	.719**	.733**	.261**	.757**							
TML	.665**	.645**	.625**	.675**	.683**	.606**	.337**	.559**	.726**						
RAV	.620**	.510**	.530**	.742**	.607**	.553**	.271**	.637**	.689**	.703**					
CIT	.694**	.453**	.505**	.618**	.522**	.571**	.434**	.603**	.572**	.696**	.692**				
MCU	.673**	.557**	.570**	.652**	.681**	.633**	.461**	.548**	.682**	.798**	.760**	.742**			
FAG	.017	.020	-.010	-.034	.060	.023	-.062	-.058	-.011	-.041	.036	-.019	.016		
FSI	.080	-.001	.065	.001	.069	.037	-.018	-.032	.003	-.001	.035	.030	.020	.339**	

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 2: Descriptive Statistics and Correlation Matrix

For the hypothesis 2, image appropriate generation (IAG) has a significant positive impact on brand success ($\beta_{20} = 0.169$, $p < 0.10$) and marketing survival ($\beta_{31} = 0.225$, $p < 0.05$). Thus, **hypothesis 2d and 2e are supported.** However, customer acceptance, market reliability and competitor resistance are not related to image appropriate generation. Hence, **hypothesis 2a, 2b and 2c are not supported.**

In line of hypothesis 3, product value formulation (PVF) has a significant positive impact on brand success ($\beta_{21} = 0.287$, $p < 0.05$). Thus, **hypothesis 3d is supported.** Moreover, customer acceptance, market reliability, competitor resistance and marketing survival do not have relationship with product value formation. Hence, **hypothesis 3a, 3b, 3c and 3e are not supported.**

In term of hypothesis 4, target communications continuity (TCC) has a significant positive impact on brand success ($\beta_{22} = 0.483$, $p < 0.01$) and marketing survival ($\beta_{33} = 0.215$, $p < 0.01$). Hence,

hypothesis 4d and 4e are supported. However, customer acceptance, market reliability and competitor resistant are not related to target communication continuity. Therefore, **hypothesis 4a, 4b and 4c are not supported.** Moreover, marketing reliability has a significant positive impact on brand success ($\beta_{26} = 0.578, p < 0.01$), but customer acceptance and competitor resistant does not. Thus, **hypothesis 6 is supported but 5, 7 are not.** In addition, brand success has a significant positive impact on marketing survival ($\beta_{36} = 0.759, p < 0.01$). Thus, **hypothesis 8 is supported.**

Table 4 showed the results of OLS regression analysis of the relationships between three antecedents and each dimension of brand building strategy and each dimension of brand creation strategy. Moreover, market culture was used to moderate these antecedents. Additionally, the table 4 also showed the results of testing the moderating effect of market culture among three antecedents, transformational marketing leadership, resources availability, and competitive intensity. The finding showed that transformational marketing leadership is positively related to brand awareness emphasis ($\beta_{39} = 0.297, p < 0.01$; $\beta_{44} = 0.22, p < 0.05$), image appropriate generation ($\beta_{53} = 0.859, p < 0.01$; $\beta_{58} = 0.499, p < 0.01$) product value formation ($\beta_{67} = 0.469, p < 0.01$; $\beta_{72} = 0.402, p < 0.01$) and target communications continuity ($\beta_{81} = 0.260, p < 0.01$; $\beta_{86} = 0.299, p < 0.01$). Thus, **hypothesis 9a, 9b, 9c and 9d are supported.**

For hypothesis 10, resources availability has a positively relation with brand awareness emphasis ($\beta_{40} = 0.139, p < 0.10$) and target communications continuity ($\beta_{82} = 0.497, p < 0.01$; $\beta_{86} = 0.432, p < 0.01$). Thus, **hypothesis 10a and 10d are supported.** However, image appropriate generation and product value formation are not related to resources availability. Hence, **hypothesis 10b and 10c are supported.**

Independent Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
	CAC	MRE	CRE	BSU	BSU	MSV	MSV
BAE	0.406*** (0.113)	0.605*** (0.086)	0.393*** (0.107)	0.380*** (0.096)		0.352*** (0.100)	
IAG	0.148 (0.113)	0.065 (0.107)	-0.217 (0.132)	0.169* (0.096)		0.225** (0.100)	
PVF	0.081 (0.106)	0.052 (0.100)	0.091 (0.124)	0.287** (0.090)		-0.010 (0.093)	
TCC	0.001 (0.090)	-0.063 (0.085)	0.052 (0.106)	0.483*** (0.077)		0.215*** (0.080)	
CAC					0.065 (0.093)		
MRE					0.578*** (0.101)		
CRE					0.039 (0.068)		
BSU							0.759*** (0.050)
FAG	0.090 (0.131)	0.034 (0.124)	-0.098 (0.153)	-0.091 (0.111)	-0.123 (0.124)	-0.014 (0.116)	0.055 (0.106)
FSI	0.051 (0.199)	-0.061 (0.188)	-0.118 (0.233)	-0.087 (0.169)	-0.110 (0.186)	-0.065 (0.176)	0.056 (0.159)
Adjusted R2	0.338	0.410	0.125	0.522	0.409	0.483	0.567

* $p < .10$, ** $p < .05$, *** $p < .01$, ^aBeta coefficients with standard errors in parenthesis.

Table 3: Result of the OLS Regression Analysis

In term of hypothesis 11, competitive intensity is positively related to brand awareness emphasis ($\beta_{41} = 0.389, p < 0.01$; $\beta_{46} = 0.431, p < 0.01$), product value formation ($\beta_{74} = 0.201, p < 0.05$) and target communications continuity ($\beta_{88} = 0.143, p < 0.10$). Thus, **hypothesis 11a, 11c and 11d are supported.** However, competitive intensity is not significantly related to appropriate generation. Hence, **hypothesis 11b, is not supported.**

Table 4 showed the moderating effects of market culture. The results indicate that the market culture is positively moderate the relationship between transformational marketing leadership and brand awareness emphasis ($\beta_{48} = 0.181, p < 0.05$), product value formation ($\beta_{76} = 0.331, p < 0.01$) and target communications continuity ($\beta_{90} = 0.233, p < 0.05$). Thus, **hypothesis 12a, 12c and 12d are supported.** However, market culture is not significantly moderate the relationship between transformational marketing leadership and image appropriate generation. Hence, **hypothesis 12b is not supported.** For hypothesis 13, the results indicate that market culture is positively moderate the

relationship between resource availability and brand awareness emphasis ($\beta_{49} = 0.165$, $p < 0.10$), target communications continuity ($\beta_{91} = 0.347$, $p < 0.01$). Hence, **hypothesis 13a and 13d are supported**. However, market culture is not significantly moderate the relationship between resource availability and image appropriate generation and product value formation. Therefore, **hypothesis 13b and 13c are not supported**.

In line of hypothesis 14, the results indicate that market culture is positively moderate the relationship between competitive intensity and image appropriate generation ($\beta_{64} = 0.316$, $p < 0.01$), product value formation ($\beta_{78} = 0.386$, $p < 0.01$). Therefore, **hypothesis 14b and 14c are supported**. Conversely, market culture does not significantly moderate the relationship between competitive intensity and brand awareness emphasis, target communications continuity. Hence, **hypothesis 14a and 14d are not supported**.

Independent Variables	Model 8	Model 9	Model 10	Model 11	Model 12	Model 13	Model 14	Model 15
	BAE	BAE	IAG	IAG	PVF	PVF	TCC	TCC
TML	0.297*** (0.078)	0.222** (0.088)	0.589*** (0.089)	0.499*** (0.100)	0.469*** (0.090)	0.402*** (0.096)	0.260*** (0.074)	0.299*** (0.075)
RAV	0.139* (0.078)	0.074 (0.083)	0.124 (0.089)	0.139 (0.093)	0.147 (0.090)	0.137 (0.090)	0.497*** (0.074)	0.432*** (0.078)
CIT	0.389*** (0.077)	0.431*** (0.081)	-0.041 (0.088)	0.037 (0.092)	0.075 (0.089)	0.201** (0.089)	0.093 (0.073)	0.143* (0.077)
MCU		0.170* (0.100)		0.094 (0.113)		0.079 (0.109)		0.003 (0.094)
TMLxMCU		0.181** (0.077)		-0.106 (0.087)		0.331*** (0.084)		0.233** (0.072)
RAVxMCU		0.165* (0.089)		-0.093 (0.101)		0.059 (0.097)		0.347*** (0.084)
CITxMCU		0.106 (0.076)		0.316*** (0.086)		0.386*** (0.083)		-0.077 (0.072)
FAG	0.024 (0.108)	-0.007 (0.105)	0.091 (0.124)	0.071 (0.119)	-0.033 (0.125)	-0.075 (0.115)	-0.076 (0.103)	-0.101 (0.099)
FSI	0.180 (0.163)	0.160 (0.160)	-0.058 (0.186)	-0.016 (0.181)	0.192 (0.188)	0.229 (0.174)	-0.018 (0.155)	-0.084 (0.150)
Adjusted R2	0.546	0.575	0.409	0.457	0.396	0.497	0.591	0.624

* $p < .10$, ** $p < .05$, *** $p < .01$, ^aBeta coefficients with standard errors in parenthesis.

Table 4: Result of the OLS Regression Analysis

Additionally, table 4 showed the moderating effects of market culture. The results indicate that the market culture is positively moderate the relationship between transformational marketing leadership and brand awareness emphasis ($\beta_{48} = 0.181$, $p < 0.05$), product value formation ($\beta_{76} = 0.331$, $p < 0.01$) and target communications continuity ($\beta_{90} = 0.233$, $p < 0.05$). Thus, **hypothesis 12a, 12c and 12d are supported**. However, market culture is not significantly moderate the relationship between transformational marketing leadership and image appropriate generation. Hence, **hypothesis 12b is not supported**.

For hypothesis 13, the results indicate that market culture is positively moderate the relationship between resource availability and brand awareness emphasis ($\beta_{49} = 0.165$, $p < 0.10$), target communications continuity ($\beta_{91} = 0.347$, $p < 0.01$). Hence, **hypothesis 13a and 13d are supported**. However, market culture is not significantly moderate the relationship between resource availability and image appropriate generation and product value formation. Therefore, **hypothesis 13b and 13c are not supported**. In line of hypothesis 14, the results indicate that market culture is positively moderate the relationship between competitive intensity and image appropriate generation ($\beta_{64} = 0.316$, $p < 0.01$), product value formation ($\beta_{78} = 0.386$, $p < 0.01$). Therefore, **hypothesis 14b and 14c are supported**. Conversely, market culture does not significantly moderate the relationship between competitive intensity and brand awareness emphasis, target communications continuity. Hence, **hypothesis 14a and 14d are not supported**.

5. Contribution and Direction for Future Research

The theoretical contribution and directions for future research

The purpose of this study provides the understanding of the association among each dimension of brand creation strategy, customer acceptance, marketing reliability, competitor resistance, brand success, marketing survival, transformational marketing leadership, resources availability, competitive intensity and the moderating effect of market culture. This study is envisioned to expand the theoretical contributions on previous study of the brand creation strategy

as such, resource advantage theory. In addition, this study intellectualizes new four dimensions of brand creation strategy including brand awareness emphasis, image appropriate generation, product value formation, and target communication continuity.

In the future research, the researcher might study in moderator of the relationship between brand creation strategy and the consequences. Moreover, this article studies with only non-alcoholic beverage businesses, the researcher might study with other business types or in services context.

Managerial Contribution

This study affords the implications for marketing executives such as marketing director and marketing manager. The results indicate that brand awareness emphasis play the most important role to create customer acceptance, market reliability and brand success which can lead to the marketing survival and marketing manager might pay more attention for creating brand awareness to survival in the highly business competition. Moreover, transformational marketing leadership plays the important role in setting the brand creation strategy. Additionally, this result from this article indicates that firm leader is the key success factor of the brand creation strategy.

6. Conclusion

Brand is one of the key success factors to the achievement goals of the firm. The purpose of this article is to investigate the relationship of brand creation strategy which consists of brand awareness emphasis, image appropriate generation, product value formation and target communications continuity on marketing survival through customer acceptance, market reliability, competitor resistance and brand success. In addition, this article also investigates the antecedents of brand creation strategy including transformational marketing leadership, resources availability and competition intensity and the moderating effect of market culture which moderates the relationship between antecedents and each dimension of brand creation strategy. The evidence from 128 non-alcoholic beverages businesses in Thailand indicates that brand awareness emphasis, image appropriate generation and target communications continuity have a positive influence on the brand success and marketing survival. In addition, transformational marketing leadership has a positive influence with all antecedents of brand creation strategy and market culture has moderate effect with the antecedents and each dimension of brand creation strategy. To confirm the evidence in this study, different industries are required for collecting data for future research.

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