

INTRODUCTION OF MARKET ORIENTATION TYPES IN PROCESS DEVELOPMENT FACILITIES USING BRAND MANAGEMENT AND BRAND PERFORMANCE

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Abstracts

The aim of this study is to find out how market orientation types facilitate the development of brand management processes (management strategic brand and internal brand), and brand performance. using data collected from brand executives. The results of this study indicate that proactive and reactive market orientations influence internal branding and strategic brand management. The mediating role of strategic brand management in the relationship between internal orientation mediates the relationship between PMO and brand performance. Also, strategic brand management and internal branding mediate the relationship between responsive market orientation (RMO) and brand performance. Results also show that market turbulence negatively moderates the relationship between strategic brand management and brand performance. Limitations/research implications – Building on the literature from brand management, organizational capabilities and market orientation, this study describes the role of PMO and RMO in influencing strategic brand management and different internal brands, and subsequently, brand performance. The perspectives used in this research provide insight into how organizations can develop and manage brands from a process perspective.

Keyword: Internal branding, Brand performance

INTRODUCTION

The importance of brand management has been well established in the marketing literature. Brands are important to organizations in a number of ways, including generating higher sales, higher customer retention, premium prices, higher employee retention, and reducing the risk of expansion into related markets. Despite their obvious importance, brand management is often challenging – given its confusing nature in maintaining supply consistency and adapting to market changes. The last few decades have been filled with examples of brands that failed to adapt (eg, Kodak) or failed to provide consistent value to customers (eg, Juicero and Lego Galidor). To successfully develop a brand management process.

The novelty in this study is to add a quality variable because according to Pramod Iyer (2021) there are differences in the influential frameworks between Responsive Market Orientation, Internal Branding, Brand Performance with Differences Against the Framework to be Updated

Literature Review

Responsive Market Orientation and Internal branding

Market orientation was originally conceptualized as a reactive approach (Kohli and Jaworski, 1990; Narver and Slater, 1990). Thus, internal branding is not only important for successful implementation of market orientation but also a key to improve brand performance in an organization. Thus, we hypothesize as follows:

RMO's customer orientation dimensions closely match brand image (Urde et al., 2013), because customer needs are considered important. Besides, manager brand focus on creating a value proposition based on mindset and customer perception, leading to higher brand performance (O'Cass and Ho, 2007). From an organizational perspective, RMO makes it possible organizations to increase absorptive capacity (Cohen and Levinthal, 1990) through reducing problems related to identifying and handle customer needs and transaction costs, so that increase returns from the market. Not surprisingly, RMO promote exploitative learning (Atuahene Gima et al., 2005). The brand management function also mainly focuses on adhering to notions of identity and brand consistency (Beverland et al., 2015; Urde, 2016). Urde et al. (2013) discussed that branding activities (often driven by brand orientation) is expected to meet customer needs with while maintaining the core brand identity. Finally, from a psychological perspective organization, brand managers are often evaluated on quarterly results (Lodish and Mela, 2007), leading to brand managers emphasizing on short-term results through a focus on customer needs and wants existing needs, as opposed to uncovering latent needs. customer.

H1: Responsive Market Orientation has a positive effect on internal branding

Brand Identification and Internal Branding

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H2: Brand identification has a positive effect on internal branding

Internal Branding And Brand Performance

Internal branding Internal

Branding is defined as “a strategic set of processes that align and empower employees to deliver customer experiences consistent way” (Ahmad et al., 2014, p. 27), and refers to the activities involved in aligning employees to brand to create a symbolic relationship that can

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Internal branding was found to have a positive impact on attitudes and behavior employee aspects of delivering on their brand promise. As an employee brand commitment has no statistically significant relationship with employee brand performance, it is not considered as a mediator in the relationship between internal branding and employee brand performance. Furthermore, research shows that brand identification is a driver of brand commitment, which precedes employee brand loyalty.

H3: Internal Branding has a positive effect on Brand Performance

Responsive Market Orientation And Brand Performance

Existing literature has identified the role of brand management in responsive market orientation, mainly because of the similarity between the goals of these two processes (Urde et al., 2013). Responsive market orientation (RMO) focus on understanding the needs of existing customers and accepting them (Saini and Johnson, 2005; Slater and Narver, 1998). RMO is customer oriented and highlights the interests of the company in gathering information about existing knowledge structures and experience in the market (Atuahene-Gima et al., 2005; Baker and Sinkula, 1999a,1999b). Companies that have RMO strive to meet the needs of existing customers through new product development. RMO focuses on efficiency and improvement existing ways of doing things through learning exploitative. The market orientation was originally conceptualized as a reactive approach (Kohli and Jaworski, 1990; Narver and Slater, 1990). RMO's customer orientation dimensions closely match brand image (Urde et al., 2013), because customer needs are considered important. Besides, manager brand focus on creating a value proposition based on mindset and customer perception, leading to higher brand performance (O'Cass and Ho, 2007). From an organizational perspective, RMO makes it possible

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In line with previous studies in various disciplines (ie marketing, and organizational behavior), the results determine the relationship between employees' brand attitudes. Employee brand identification was found to positively influence employee brand commitment (eg Allen and Meyer, 1990), which is a precursor to brand loyalty (eg Brown and Peterson, 1993; Reichers, 1985). Thus, although these attitudes are different, they are somehow related construction. A model that takes into account the relationship between brand identification and brand commitment, and between brand commitment and brand loyalty has a goodness-of-fit index that is better than those who do not take this relationship into account. Another implication for researchers in the context of internal branding is the mediating effect of employees' brand identification and brand loyalty on the relationship between internal branding and their brand performances. The implication of this research for management is the importance of internal branding including knowledge from both marketing in terms of internal communication and human resources in terms of employee training and/or development programs. On the one hand, management should try to use internal branding to enhance their employees' brand performances. On the other hand, they can apply internal branding to increase brand attitude as well as distinctiveness to increase their pride in the brand to increase their commitment. It is important for management to be informed about the training program

to develop and enhance the understanding and skills employees need regarding the brand to be carried out continuously. While this requires company effort and investment, these studies have shown that brand training along with effective internal communication can ensure that staff deliver on brand promises. Management can use two-way communication, daily briefings, group meetings, bulletin boards and company magazines to communicate any brand message to staff. Training programs can contain both general upgrade skills and brand specific skills to improve employee brand performance. Not only do these mechanisms enhance employees' ability to deliver on brand promises, but they do too induce employee identification with, commitment to, and loyalty to the brand. Moreover, this study shows that management can expect the commitment of their employees when they are successful in driving employee brand identification. Similarly, they can influence employee brand loyalty when they are successful in securing employee brand commitment. All of this positive brand attitude, again, can be influenced in part by effectiveness and successive internal branding programs. It should be noted that the recruitment process also important as training. However, according to Punjaisri and Wilson (2007), recruiting employees whose values match those of the organization as proposed by several authors (eg de Chernatony, 2001) is considered difficult by participating management. Therefore, a probationary period is used to ensure that any staff who pass this period will graduate well within the organization. Therefore, any brand training they will attend in the future will not turn them away from the brand and its organization. This, thus, may explain why internal training and communication programs which are internal branding programs were found to have a positive influence on delivering employee brand promises. Furthermore, as brand identification and employee loyalty act as partial mediators in the relationship between internal branding and employee brand performance, management is encouraged to pay attention to the attitudes of their employees towards brands that are influenced by internal brands. This is because the mediating effect represents part of the total effect that internal branding has on employees' delivery of the brand promise through its influence on their identification and loyalty. When internal branding effectively influences employees' brand identification and loyalty, their brand performance can be influenced more

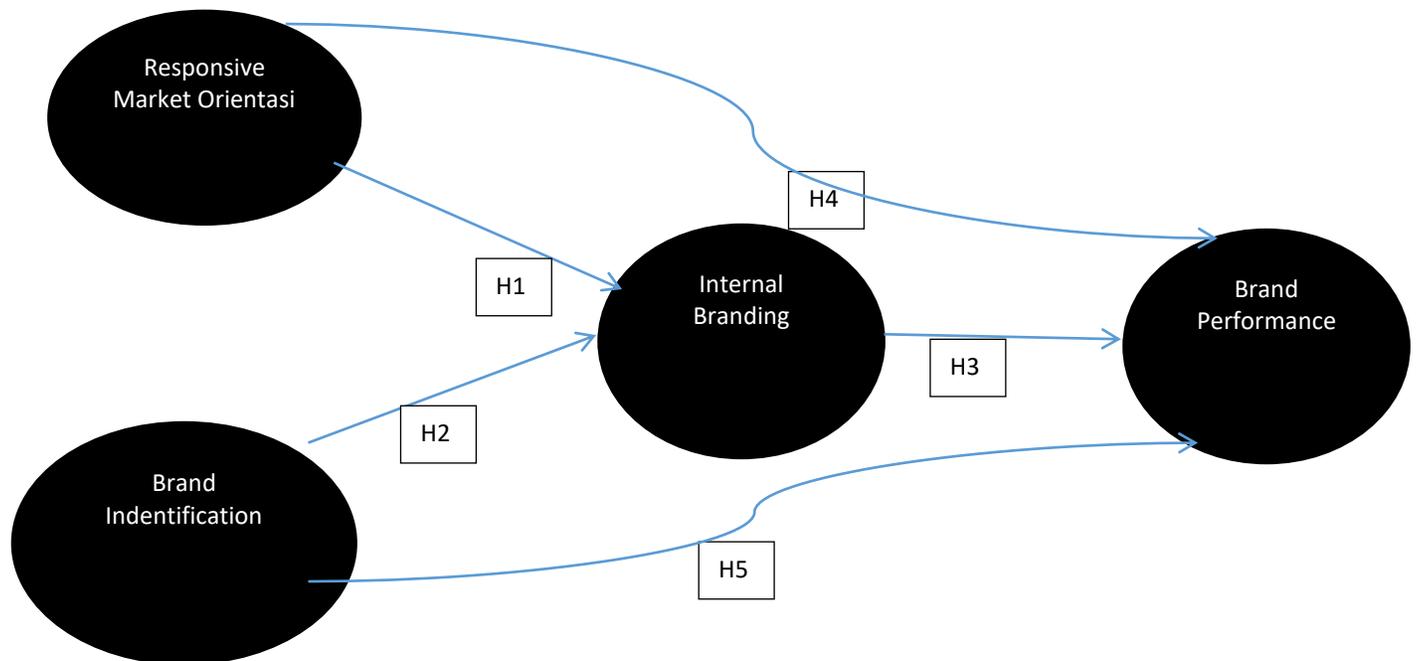
effectively than when internal branding does not successfully influence their attitudes. Still, management can use internal branding to directly shape the behavior of their employees to ensure that they deliver on the brand promise as expected.

H4: Responsive Market Orientation has a positive effect on Brand Performance

Brand Identification And Brand Performance

Brand identification was found to be most influenced by internal branding. This study supports previous studies that internal branding exerts a certain degree of impact on the extent to which employees identify with, commit to, and are loyal to the brand. Also, this study provides empirical evidence supporting the assumption that internal branding exerts a certain degree of influence on the extent to which employees behave in a manner consistent with delivering the brand promise. In line with previous studies in various disciplines (ie marketing, and organizational behavior), the results determine the relationship between employees' brand attitudes. Employee brand identification was found to positively influence employee brand commitment (eg Allen and Meyer, 1990), which is a precursor to brand loyalty (eg Brown and Peterson, 1993; Reichers, 1985). Thus, although these attitudes differ, they are somehow related constructs. Models that take into account the relationship between brand identification and brand commitment, and between brand commitment and brand loyalty have better goodness-of-fit indices than those that do not take this relationship into account. Another implication for researchers in the context of internal branding is the mediating effect of employees' brand identification and brand loyalty on the relationship between internal branding and their brand performances.

H5: Brand identification has a positive effect on brand performance



RESEARCH METHODS

1st paragraph

Research methods

1. This study uses a hypothesis testing research design.
2. Instruments used, ie
3. Distribution of Questionnaires via *Google Form*
4. Unit of analysis, (respondents who are entitled to fill out our questionnaire) Questionnaire used.
5. How many respondents

2nd paragraph

Tells the size / measurement (measurement of) 4 variables in this study which use indicator:

The research design in this study was in the form of hypothesis testing.

The instrument used in this study to collect data is by using a questionnaire that will be distributed to each respondent via Google form. The measurement of this study consists of 4 variables consisting of Responsive Market Orientation, Brand Identification, Internal Brand and Brand Performance. Orientation Responsive Market Variables consist of

Result And Discussion

Validity test

Table 1. Validity Test Results

Variable	Indicator	<i>Factor Loadings</i>	Information
Oriented Responsive Market	PRO_1	0.510	Valid
	PRO_2	0.590	Valid
	PRO_3	0.681	Valid
	PRO_4	0.374	Valid
	PRO_5	0.687	Valid
	PRO_6	0.335	Valid
	PRO_7	0.464	Valid
Brand Identification	IM_1	0.708	Valid
	IM_2	0.653	Valid
	IM_3	0.781	Valid
	IM_4	0.533	Valid
	IM_5	0.755	Valid
	IM_6	0.808	Valid
	IM_7	0.565	Valid
	IM_8	0.846	Valid
Internal Brand	MI_1	0.733	Valid
	MI_2	0.491	Valid
	MI_3	0.708	Valid

	MI_4	0.602	Valid
	MI_5	0.368	Valid
Brand Performance	KM_1	0.375	Valid
	KM_2	0.734	Valid
	KM_3	0.372	Valid
	KM_4	0.582	Valid
	KM_5	0.746	Valid

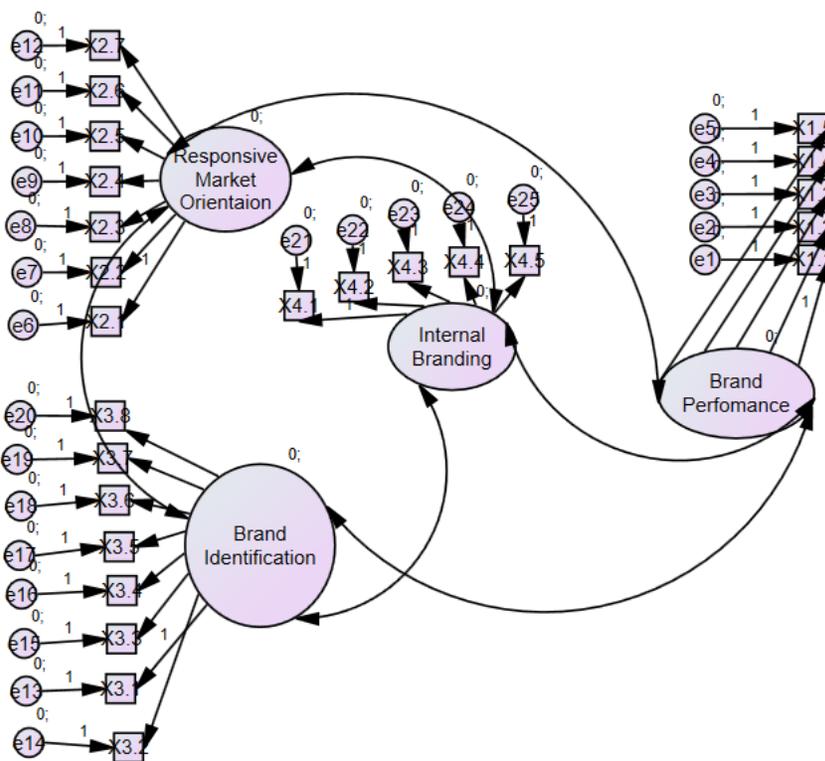
Reliability Test

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Table 2. Reliability Test Results

Variable	<i>Cronbach's Alpha</i>	Information
Oriented Responsive Market	0.866	Reliable
Brand Identification	0.885	Reliable
Internal Brand	0.855	Reliable
Brand Performance	0.856	Reliable

Test Models



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Goodness of Fit Index (Measurement)	Cut-off (Expected Acceptance Limit)	Score	Conclusion
Probability	P-Value . 0.05	0.000	PoorFit
RMSEA	≤ 0.08	0.076	GoodnessFit
NFIs	≥ 0.90 or close to 1	0.749	Marginal Fit
IFI	≥ 0.90 or close to 1	0.912	GoodnessFit
CFI	≥ 0.90 or close to 1	0.753	Marginal Fit
RFI	≥ 0.90 or close to 1	0.907	GoodnessFit
CMIN/DF	Limited 1-5	2,971	Goodnes Fit
AIC	Approaching the saturated value	547,491	Marginal Fit

Hypothesis testing

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Table 4. SEM summary results

hypothesis	Estimates	P-Value	Decision
H1: <i>Responsive Market Orientaion</i> has a positive effect on <i>internal branding</i>	1.127	0.000	<i>Supported</i>
H2 : <i>Brand Identification</i> positive effect on <i>internal branding</i>	1,056	0.000	<i>Supported</i>
H3: <i>Internal Branding</i> has a positive effect on <i>Brand Performance</i>	0.791	0.000	<i>Supported</i>
H4: <i>Responsive Market Orientaion</i> has a positive effect on <i>Brand Perfomance</i>	0.169	0.093	<i>Supported</i>

HYPOTHESIS 1

The first hypothesis is a positive influence between Responsive Market Orientaion which has a positive effect on internal branding, producing a positive estimate value of 1.127 and a p-value of 0.000 which indicates H1 is accepted.

HYPOTHESIS 2

The second hypothesis is that the positive influence of Brand Identification has a positive effect on internal branding, producing a positive estimate value of 1.056 and a p-value of 0.000 which indicates that H2 is accepted.

HYPOTHESIS 3

The third hypothesis is that the positive influence between Internal Branding has a positive effect on Brand Performance, producing a positive estimate value of 0.791 and a p-value of 0.000 which indicates H3 is accepted.

HYPOTHESIS 4

The fourth hypothesis is the positive influence between Responsive Market Orientation which has a positive effect on Brand Performance, producing a positive estimate value of 0.169 and a p-value of 0.093 which indicates H4 is accepted.

Conclusion

The results of this study provide an overview of the manifestation of the relationship between types of market orientation and brand management processes, the moderating influence of environmental factors and, ultimately, brand performance. Consistent with the recent literature on brand management, the strategic brand management process requires not only consistency through refining existing competencies (RMO), but also requires new information and an active mindset to uncover customers.

latent needs (through PMO). PMO and RMO together address the paradox of consistency and change, leading to better brand performance. An interesting finding is the insignificant moderating effect of market factors (competitive intensity and market turbulence) on the relationship between internal brands and brand performance. These results imply that internal branding is very important in every market condition, not just in a stable market. Other than that, little significant the moderate effect of market turbulence on strategic brand management implies that the strategic brand management process does not help brand performance when faced with a volatile market. Possible explanation for this result it could be that the consistency was undermined in the upheaval of the marketplace. In particular, as market factors continue to change, brands need to change too (rather than focusing on consistency alone). This line of thinking has also found support in the organizational culture literature, which argues that turbulent markets require a more adhocratic/oriented type of cultural change. Finally, internal branding and strategic brand orientation mediate the relationship between PMO, RMO and brand performance. PMO and RMO can enhance performance, underlying mechanisms that bring about and/or amplify such that their effects

remain to be fully explored. The existing literature identifies innovation, entrepreneurship, organizational learning and positioning as potential capabilities that can be developed through PMO and RMO. In other words, market orientation supports the development of other marketing/technology strategies and capabilities. In this study, we extend this current understanding by conceptualize and empirically examine the mediating role of the brand management process in the relationship between market orientation and brand performance. This study provides some important theoretical implications. The main contribution of this study is to understand the potential effects of market orientation and environmental factors in the development and impact of the brand management process. Build From the literature on brand management, organizational capabilities and market orientation, we describe the role of PMO and RMO in influencing different strategic brand management and internal branding, and, subsequently, brand performance. By doing so, we address calls that exist in the literature to identify firm-level factors influencing brand stewardship. In addition, brand management is seen as dominant from an image/customer perspective.

While being critical, this approach does not explain development or facilitation of brand management in an organization. The perspectives used in this study provide insight into how organizations can develop and manage brands from a process perspective. The extant literature calls for linking market orientation and brand-related factors such as brand orientation, brand management capabilities and brand performance. However, previous research has placed more emphasis on conceptualizing market orientation to be a reactive process that looks at current customer needs and existing competition, as opposed to using a future-based perspective with an emphasis on uncovering trends, unexpressed needs and potential new technologies that may arise. shape the future market. As expected brand management to achieve higher market returns along with adapting to future trends, understanding the potential impact of PMO and RMO on the brand management process becomes critical. Towards this end, our research examines the combined effect of market orientation types (PMO and RMO) on brand development management processes. By doing so,

we also add to the point of view that brand management needs to include adaptation/change to the environment as a key factor in determining brand success.

The important role of brand management has been well documented in the literature, but the relationship between brand management and other marketing and organizational factors has been relatively under-examined. This lack of understanding of the interaction between various organizational and market level factors limits the ways in which organizations can create and sustain brands. This problem becomes more fear, given the twin pursuits of consistency and relevance that are often conflicting goals from an organizational perspective. Our findings highlight the potential impact of organizational and environmental factors on brand management, thereby providing insight into potential concerns that may hinder effective brand management in a variety of situations. Literature has emphasized the importance of brand management capability and its effect on firm performance. Brand management capabilities, operationalized through its processes (strategic brand management and internal branding), are expected to drive customer knowledge and expectations into the right positioning and image strategy. While identifying and developing brand management processes is increasingly important, the literature on identifying organizational antecedents and internal brand management is relatively recent. In this study, we address this gap and show that both market orientation and environmental factors can be important in determining the effectiveness of brand management processes on brand performance.

Recommendation

While research results have implications for researchers and practitioners, research results should be interpreted with caution. Given that brand performance can be influenced by many factors such as organizational culture, inter-political and brand orientation, the R-square on brand performance shows that several other calculated factors such as organizational culture, structure and other capabilities can affect brand performance. Future researchers should seek to identify other factors in order to develop a more comprehensive brand management model. Another limitation is that this study would benefit from a richer

understanding of the context in which these decision makers view different types of market orientation and brand management capabilities. Also, the field interview approach could be more useful for this research. A field interview approach would allow companies to dig deeper to identify sources of “tacit knowledge”, which is not possible in surveys. The third limitation of this study is that the data are cross-sectional. As brand management influence on organizational performance is often left behind, a more longitudinal approach may be better for drawing a more accurate picture of the relationships identified in this study. In addition, we used one key respondent from each organization, which may result in some degree of general method bias. Future research might consider collecting data for brand performance from customers.

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