

The Impact of Brand Orientation on Deciphering Resources of Organisations

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Researchers and specialists have given significant importance to the marketing aspect of the business to business environment, but they are yet to realise the significance of brand orientation. This paper explored the impact of brand orientation on deciphering resources of organisations into meaningful brand behavior. Explicitly, two important points have been investigated: first, identifying the elements which stimulate managers in embracing brand orientation; second, analysing the practices that enable business to business branding to affect brand performance. Data was gathered via different organisations working in Indonesia, relating to different industries. Results reveal that organisational strategic direction and marketing competence progressively affect organisational brand orientation, which ultimately affects the organisational brand behavior and performance, and prompts dynamic participation from customers in establishing co-creation of value.

Key words: *Brand Orientation, Strategic Direction, Marketing Competence, Co-Creation Of Value.*

Introduction

Branding has been given significant importance in the business to consumer type scenario. In order to enhance marketing efficiency, one of the treasured resources organisations carry is brand information, which has been saved in the mind of the customer through preceding marketing campaigns (Jermsittiparsert, K., Sutduean, J., & Sriyakul, T. (2019)). Nevertheless, managers are yet to identify the importance of establishing brand orientation, as it is one of the key elements in the strategic alignment of an organisation and is very much vital in achieving the defined goals in any business arrangement (Ahmed Al Asheq, Md Uzzal Hossain, (2019)). In recent times, researchers have shown some inclination to investigate marketing issues concerning business to business arrangements (Reijonen, H., Hirvonen, S., Nagy, G., Laukkanen, T., & Gabrielsson, M. (2015); Jermsittiparsert, K. & Pithuk, L. (2019); Kaliappen, N., Nu'Man, A., & Jermsittiparsert, K. (2019)).

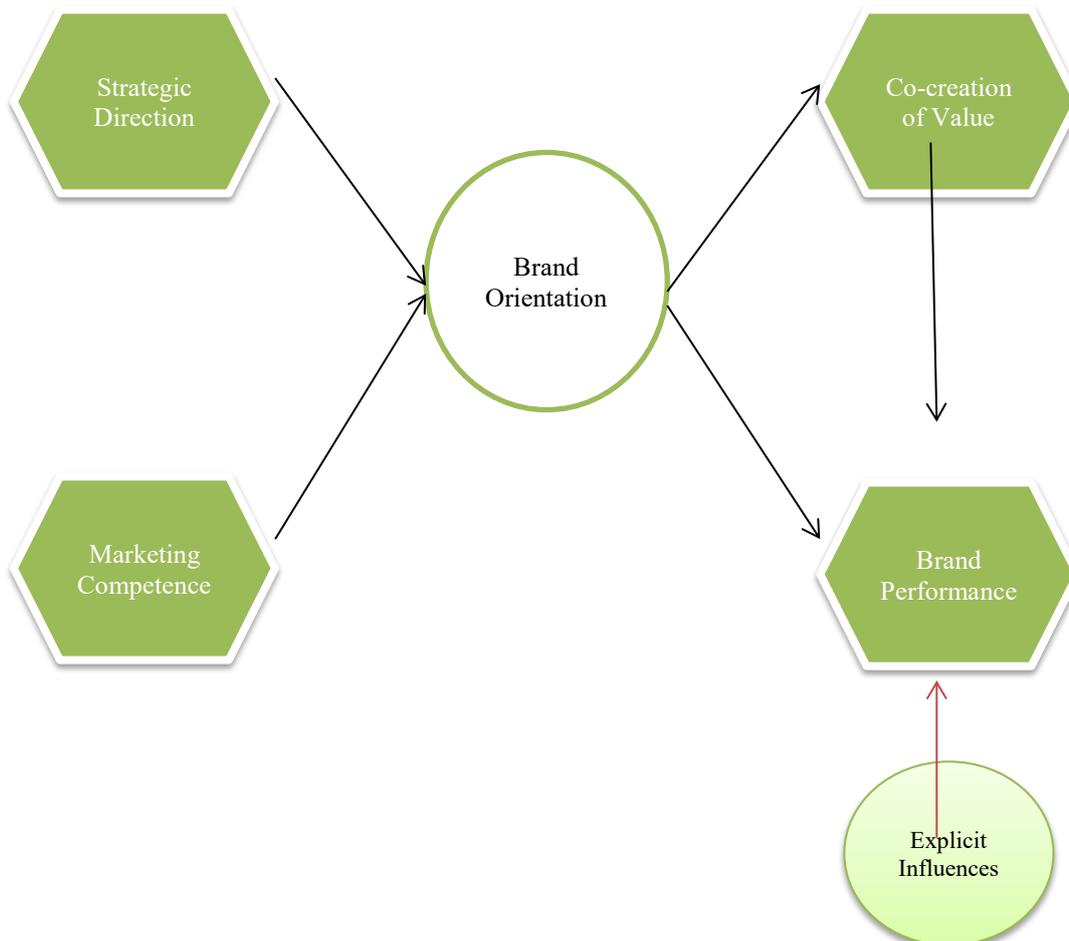
Existing literature has highlighted many benefits with respect to having an established brand, which includes associating high quality with the product, charging premium price for the product and attaining strategic goals with improved profitability (Iola Astried Karisma, I Nyoman Darma Putra, and Agung Suryawan Wiranatha (2019); Jermsittiparsert, K., Joemsittiprasert, W., & Syazali, M. (2019); Sutduean, J., Harakan, A., & Jermsittiparsert, K. (2019)). Astonishingly, there are specialists in the field who do not place any value on business to business brands and ignore its strategic significance (Constantinos N.Leonidou, Magnus Hultman, (2018)). Consequently, they miss embracing the concept of brand orientation. Constantinos N.Leonidou, Magnus Hultman, (2018) argued that managers working in business to business arrangements fail to fathom the connecting process between energies directed towards establishing a brand and organisational performance. Initial results attained through discussion with people working in concerned settings reveal that organisations tend to avoid investing in efforts related to developing brands as they have doubts that these activities may not translate into monetary results. Existing research papers have mainly focused on how branding can affect organisational performance in business to business settings. The unique aspect of the research in hand is that it emphasises realising why some organisations embrace brand orientation whereas others ignore its importance. Precisely, the following two research questions will be investigated:

1. Identifying elements that stimulate managers to embrace brand orientation.
2. In what way brand orientation affects brand behaviour.

A prototype was established that underlines how brand orientation can play a vital role in explaining the controlling and structural elements, which ultimately results in enhancing organisational brand value. Figure 1 demonstrates the same. Three theories have been used as references which provided the foundation to develop the prototype. These theories include

resource based view, upper echelon theory and service dominant logic. Prototype advocates that an organisation's strategic direction and marketing competence has a direct influence on brand orientation. Moreover, the prototype further assumes that brand orientation has a direct as well as indirect affect on brand behaviour, which inspires consumers towards co-creation of value and ultimately influences the performance of organisational brands.

Figure: 1



This research paper significantly contributes to the prevailing works with respect to business to business settings. To begin with, it presents detailed understanding regarding the elements that influence organisations to embrace brand orientation, considering the attributes of the manager as well as the capacity of organisations. The study will be able to assist organisations who would like to focus on their identity and consider branding their focal point of strategic alignment. It further reveals the fundamental aspects through which brand orientation is able to influence the performance of brands. Moreover, using the construct of co-creation of value in the proposed prototype adds relational understanding in business to



business branding (Zhang, J., Jiang, Y., Shabbir, R., & Du, M. (2015)). Lastly, the findings will highlight how brand orientation in business to business arrangements can influence the performance of organisations, which will ultimately encourage other organisations to embrace the concept.

Literature Review

Business to Business Brand Orientation

The identity centric approach is one in which organisations design their functions focusing on establishing, enlargement and fortification of brand, having an enduring interface with consumers with the objective of gaining a competitive edge is called brand orientation (Ahmed Al Asheq, Md Uzzal Hossain, (2019)). It is a kind of image centric approach where significant importance is given to branding and the role it plays in achieving the strategic objectives (Reijonen, H., Hirvonen, S., Nagy, G., Laukkanen, T., & Gabrielsson, M. (2015)). Organisations that are brand centric have very distinct vision and are built on a very particular identity which provides the basis for the structure that controls the connection between the stakeholders and the brand (Peter Anabila. , (2019)); this is very different to the consumer focused organisation that gives considerable significance to market insight.

Researchers have argued that individual characteristics of both business to business and business to consumer arrangements very much determine brand orientation adoption (Muhammad Anees-ur-Rehman, Ho Yin Wong, Parves Sultan, Bill Merrilees, (2018)). Intricacy is associated with the decision making process of the business to business setting, in comparison to the business to consumer arrangement, as it includes recommendations from different people such as buyers, who have broad familiarity and experience with the product that is involved, and is more official in nature. Moreover, they are more dependent on feedback received from personal connection rather than market insight (Constantinos N.Leonidou, Magnus Hultman, (2018)), which ultimately means that interpersonal links are more important in making a purchase decision. This relationship between the buyer and seller grow stronger with time and allows them to contribute to each other's strategy development and execution (Yi, Y., & Gong, T. (2013)). Consequently, this connection is very deep-seated and includes wide ranging features; one of the significant features is the value co-creation which is very important for both buyer and seller (Świtała Marcin, Gamrot Wojciech, Reformat Beata, Bilińska-Reformat Katarzyna, (2018)). Purchases with respect to business to business settings include both tangible and intangible products, thus the possibility of building a concrete brand value in the B2B context is immense (Maria Akesson, Bo Edvardsson, (2018)).

Researchers have argued as to whether qualified buyers from industrial sectors can be affected by non-physical features of the brand (Alet Verster, Daniël J. Petzer and Nicole

Cunningham, (2019)). Some researchers have also advocated that organisations have set short term goals and accordingly reward employees if they achieve the same. This inclination of organisations tends to discourage the managers in embracing brand orientation (Constantinos N. Leonidou, Magnus Hultman, (2018)). Despite these arguments presented by different researchers, branding is a key element in business to business settings - the difficult part is to weather the issues and embrace the concept.

Aspects Affecting Brand Orientation

Yan Lu, Debanjan Mitra, David K. Musto & Sugata Ray, (2019) highlighted that considerable resource engagement is required in order to develop and preserve the brand. It is imperative for managers to analyse the positive and negatives of brand orientation before embracing the same in business to business arrangements. Organisations which are actively involved in activities in improving their identity are more likely to adopt brand orientation (Reijonen, H., Hirvonen, S., Nagy, G., Laukkanen, T., & Gabrielson, M. (2015)). In reference to the proposed prototype, two important factors, strategic direction and marketing competence drive from the theories resource based view and upper echelon theory very much determine the level of an organisation's brand orientation, which will be discussed in following section.

Strategic Direction

Strategic direction of an organisation very much captures the operational practices, behaviours and decision making processes that translate into entrepreneurial choices and activities (Jeong-Keun Yun, Jae-Chul Kwon, Sun-Hee Choi (2019)). The features part of strategic direction comprises of independence, ingeniousness, enterprising, risk taking and competitive (William John Wales, (2015)). Weerakoon, C; Kodithuwakku, S S., (2018) has defined individual features associated with strategic direction, which is as follows:

‘Independence denotes to the practice commenced with the purpose to develop an idea, a business model or a vision. Ingeniousness can be defined as an effort to espouse originality, innovation, technological advancement to name a few with respect to the product as well as its functional aspect. Enterprising relates with being an initiator or pro-active with idea to change the environment through launching a product or modifying the processes before the competition. Risk taking can be defined as mindful or unconscious behavior where consequence cannot be pre-determined. It includes activities such as taking a heavy amount of loans, allocating a high proportion of resources to a plan with ambiguous results or investing in unfamiliar markets. Lastly, being competitive means having a robust desire to beat the competition drive by a high degree of passion and commitment’.

According to upper echelon theory, management personal experience, personality traits, values and other human elements very much influence an organisation's decision making process and related consequences (Hambrick, D. C., & Mason, P. A. (1984)). Different studies have also highlighted that the strategic direction of an organisation progressively relates with its performance (Muhammad Yousuf Khan Marri, Neelam Qaiyum and MC. Alibuhtto, (2018)).

Embracing brand orientation is a decision related with strategic direction (Jawad Hussain, Fayaz Ali Shah, Ch. Shoaib Akhtar, (2016)). Implementing brand orientation does require significant resources and time (Constantinos N.Leonidou, Magnus Hultman, (2018)). Furthermore, developing and sustaining a brand comprises of substantial alternative cost for an organisation (William John Wales, (2015)). So there is a possibility that management may consider brand orientation as a risky option, specifically if the organisation is driven by short range monetary objectives (Constantinos N.Leonidou, Magnus Hultman, (2018)). Hence decision makers need to be enterprising, risk takers and ingenious in order to be successful, so they need to embrace strategic direction (Feng-Jyh Lin, Yi-Hsin Lin (2016)). Organisations that have strategic direction are more likely to establish innovative competencies and recognise novel openings than organisations that have a lesser degree of strategic direction (Nazli na Zakariaa, Nor Azimah Chew Abdullaha, Rushami Zien Yusoff, (2016)). Managers with entrepreneurial choices and activities will be likely to delve into novel opportunities and will be risk takers. They will not be inclined towards short term goals, rather they will have long standing strategic viewpoints, and the possibilities are that they will place a high value on brand orientation. So the following hypothesis can be assumed:

H1: Strategic direction is progressively associated with brand orientation.

Marketing Competence

Although strategic direction is projected to affect an organisations' choices with respect to brand orientation, it is not adequate enough to guarantee that organisations will certainly take the initiative. In order to ensure success, organisations must have certain capabilities which will facilitate them in achieving desired results from those initiatives (Reijonen, H., Hirvonen, S., Nagy, G., Laukkanen, T., & Gabrielsson, M. (2015)). Different studies have advocated that marketing competencies play a major role in an organisation's success if activities are related to branding (Vasilis Theoharakis, Yannis Angelis, Georgios Batsakis, (2019)). Hui Xu, Larry L. Carter, Harry A. Taute & Paul Dishman (2016) has defined marketing competence as an organisation's capability to synchronise features of its marketing mix with its variable resources in order to establish and execute effective marketing plans. A significant aspect for any management team is marketing intelligence and the establishment

and implementation of marketing plans (Hui Xu, Larry L. Carter, Harry A. Taute & Paul Dishman, (2016)). Studies have advocated that marketing competence is very much essential in order to improve brand performance (Ayaz Ahmad, Salniza Md. Salleh & Selvan a/l Perumal, (2019)). Moreover, it permits organisations to establish profound market acumen and enhanced knowledge of the rapidly fluctuating market. Furthermore, marketing competence is a very vibrant and forceful resource of an organisation, which facilitates the achievement of a viable competitive edge (ZhiYanga, YueyinJianga & EnXieb, (2019)). Subsequently organisations that display high degrees of marketing competency are expected to realise the significance and worth of developing a robust brand. Hui Xu, Larry L. Carter, Harry A. Taute & Paul Dishman (2016) also highlighted that organisations with strong marketing competency are expected to have high brand performance. So, the following hypothesis can be assumed:

H2: Marketing competency is progressively associated with brand orientation.

Brand Orientation, Activities and Performance

Normally, the assumption will be that brand orientated organisations will have progressive brand performance, as organisations that are brand oriented are more likely to incline towards activities which will facilitate them in building the brand (Reijonen, H., Hirvonen, S., Nagy, G., Laukkanen, T., & Gabrielsson, M. (2015)). Conversely, different research papers that have investigated the impact of branding activities on organisational performance advocate that these initiatives might not be beneficial for organisations. With respect to business to consumer arrangements, the connection between branding initiatives and performance is very much positive and well established (Al Amirul Eimer Ramdzan Ali, Faridah Hj Hassan, Abdul Kadir Othman & mMuhammad Izzuddin Zainudin, (2018)). Nonetheless, in business to business settings, the relationship is ambiguous with varied findings (Anna-Greta Nyström, Jan-Åke Törnroos, Nikolina Koporcic, Maria Ivanova-Gongne, (2018)). Numerous interpretations have been presented with unpredictable results; including conflict between business reputation and brand image, influence of market features, dissimilarities between brand significance and product range of organisations and elements influencing purchasers (Riza Casidy, Catherine Prentice & Walter Wymer, (2018)).

It is very rational to search for efficacious brands in a business to business setting. Brands with a robust image in the eyes of customers are expected to convey greater value. Similarly, organisations with strong brands can use the benefit of demanding higher prices in comparison to the competition (Eric Viardot, (2018)). Likewise, customer loyalty is very much directly related to having a valued brand (Shieh Hwai-Shuh, Lai Wei-Hsun, (2017)). Furthermore a strong brand allows organisations to have a strong grip on the targeted market (Hafiz Abdul Basit & Umair Alam Durrani, (2018)). Considering the entire above scenario,

the question remains why findings from research work investigating branding in business to business arrangement is vague. Possibly there was procedural lack through which branding influence on performance was gauged in previous studies. In order to be safe from any detriment, the connection between branding and success has been explained considering two scenarios.

Explicit Influences

Reijonen, H., Hirvonen, S., Nagy, G., Laukkanen, T., & Gabrielsson, M. (2015) has defined brand orientation as the degree to which an organisation is eager to devote its resources to building the brand. Normally organisations that give significant importance to brand orientation perceive brand as an important aspect for organisational success (John M. T. Balmer, (2017)). Consequently they willingly engage in different activities in order to build their brand. There are a number of benefits associated with brand orientation, for example, it helps build strong bonds with consumers which translate into consumers trusting the product as well as remaining committed, it also help in establishing loyalty where customer shows a certain level of satisfaction with the product, inclination to purchase the product also increases, as brand equity comes with brand orientation (Ahmed Al Asheq, Md Uzzal Hossain, (2019)). Lastly it also helps with developing durable brand value and image. Brand image and brand value are very much directly proportional, as they directly affect the inclination of customers, which stimulates them to pay a higher cost. Commonly business to business settings are associated with inelasticity; given this nature, organisations can take advantage by developing and investing in their brand at the same time by charging high prices from customers (Eric Viardot, (2018)). So the following hypothesis can be assumed:

H3: Brand orientation is progressively associated with brand performance

Co-creation of Value Being the Arbitrator

Jaime Romero & María J. Yagüe, (2016) highlighted that the objective of branding is to establish and provide high levels of brand value to the customer, which ultimately facilitates high levels of organisational performance. Previously the relationship between supplier and consumer did not have so many complexities, suppliers produced the product and consumers bought the same. Suppliers marketing activities were the only motivator behind the purchase, and establishing value in the eyes of customer. Nevertheless, this approach has been changed and the customer is now more involved in the overall process, considering the service dominant logic which advocates that brand value cannot be established without customer participation. It supports the view that the customer is continuously mixed up in the fabrication of value. It further elucidates that value cannot be built until the product has been used up. This complete course is called co-creation of value. It may include a number of

activities, for example knowledge processing and sharing, strategic alliance and decision support systems. This enhances the importance of the value of co-creation, which helps in establishing value for brands (Ranjan, K.R., & Read, S. (2016)).

Reijonen, H., Hirvonen, S., Nagy, G., Laukkanen, T., & Gabrielsson, M. (2015) highlighted that organisations that give significant importance to brand orientation are more likely to involve consumers in their branding activities. Usually in business to business arrangements, total offers to customers do not only include the product, but there are some additional services as part of the overall offer. It can be considered a tailor-made offer, so consumer involvement is very much predictable (Anna S. Cui & Fang Wu, (2015)). Organisations that include brand orientation in their strategic process will enthusiastically engage in activities which will allow them to build and transfer greater brand value. In order to achieve this objective, consumer personalisation and involvement can lead towards the desired result. So the following hypothesis can be assumed:

H4: Brand orientation is progressively associated with co-creation of value.

Organisations asking customers to participate in branding activities will allow them to better comprehend the needs of the customer, at the same time enhancing the effectiveness of marketing activities (Barbara Neuhofer, (2016)). Venkat Ramaswamy & Kerimcan Ozcan (2018) suggested that engaging customers is beneficial for both supplier and consumer. They further illustrate that the value of co-creation is a practice aligned with achieving mutual goals. Based on their needs, consumers can enhance their innovative capacity and acquire quality products or services. On the other hand, suppliers can be better equipped by realising the needs of the customer and accordingly manage the marketing activities (Javier Marcos-Cuevas, Satu Nätti, Teea Palo & Jasmin Baumann, (2016)). Tiyo Paksi & Samuel Gunawan (2017) presented an argument that co-creation of value allows customers and suppliers to better understand the brand value. Maintaining customers in business to business arrangements is very much relationship based, and customers won't shift brands unless there is a major reason; this provides organisational opportunity to build on the relationship by involving customers, which will also establish brand loyalty and satisfaction and ultimately repeat purchases (Amjad Shamim, Zulkpli Ghazali, Pia A. Albinsson (2016)). Furthermore, customers who are kept engaged by an organisation tend to display more commitment towards the brand (Yi, Y., & Gong, T. (2013)). Involving customers also motivates them to provide well-timed responses, which enables organisations to correct any highlighted glitches in a timely fashion and enhance organisational performance. This illustrates that co-creation of value can translate into improve organisational performance. So the following hypothesis can be assumed:

H5: Co-creation of value is progressively associated with brand performance.

Research Methodology

Different organisations contributed towards data collection for this research paper. Respondents occupied key position in these organisations. Respondents were selected from the alumni list of management science graduates of Gadjah Mada University. A graduate list of 1000 was provided by the university, it was filtered based on positions they occupied and organisations that were business to business arrangements. 600 possible respondents were selected. A questionnaire was routed through email, with a brief description of the purpose of the research. Similarly, in order to motivate the respondents, they were told that the synopsis of the findings would be shared with them. A total of 213 questionnaires were returned with responses, 27 were discarded with inconsistent replies. The response rate was close to 31%, which is adequate; according to Peng, D.X., Lai, F. (2012) it can be considered satisfactory. The final sample frame contains 186 respondents working in different organisations with business to business arrangements and occupying key positions. Please find below the descriptive analysis of the sample:

Table: 1

Features		Frequency	Percentage
Number of employees	≤ 100	30	16%
	101 to 1000	45	24%
	1001 to 5000	59	32%
	≥ 5001	52	28%
Industry	Manufacturing	51	27%
	Construction	31	17%
	Service	38	20%
	Information Technology	25	13%
	Others	41	22%
Respondent Position Level in organization	Managers	92	49%
	Senior Managers	53	28%
	Top Management	41	22%
Ownership of Organization	Private Company	57	31%
	Joint Endeavors	37	20%
	State Owned	45	24%
	Foreign Investment	47	25%
Investment in R&D in comparison to Sales	< 1 %	39	21%
	1 % to 10%	68	37%
	11 % to 20%	58	31%
	> 21 %	21	11%

Questionnaire

The Likert scale has been used to measure the variables; it is one of the most effective ways to gauge both extremes. In order to make sure that quality is not compromised, the questionnaire was pre-tested by individuals working in different organisational marketing departments occupying various positions. Respondents were requested to make recommendations in order to enhance the effectiveness of the survey instrument. As suggested, corrections were made and accordingly the questionnaire was modified to ensure that it fulfills the purpose of the study.

To begin with, brand orientation was gauged using items selected from a study conducted by Reijonen, H., Hirvonen, S., Nagy, G., Laukkanen, T., & Gabrielsson, M. (2015) & Muhammad Anees-ur-Rehman, Ho Yin Wong, Parves Sultan, Bill Merrilees, (2018). The measure was able to gauge the importance organisations give to branding, and the part it plays in the overall business strategy of the organisation. Strategic direction was gauged using the parameters selected from the study of Khadhraoui, Mariem; Lakhal, Lassaad; Plaisent, Michel; Bernard, Prosper (2016). The gauging scale was able to measure strategic direction with respect to the ingeniousness of an organisation, degree of enterprise and competitiveness. The Aron O'Cass, Liem Viet Ngo & Vida Siahtiri (2015) study was used to select variables in order to measure the marketing competency of an organisation. Variables were able to gauge the degree to which an organisation has the capacity to establish and execute marketing plans. The value of co-creation was measured through items selected from the study conducted by Jeanine Chang (2017). Scale was able to measure the degree to which organisations get their customers engaged in their operations. Lastly, brand performance was gauged through variables adapted from the research conducted by Marc Elsäber & Bernd W. Wirtz (2017). Scale was able to reveal findings related with brands that have achieved positive results.

Data Analysis

The Partial Least Square method was used to examine the data. Various researchers have preferred the PLS method over other statistical techniques, as it does not allow any stringent suppositions with respect to the dissemination of data, that is considering the data to be normally distributed, and is unresponsive to glitches that are related with the sample size being too small (Anderson, J. C., & Gerbing, D. W. (1988)). To begin with, measurement model characteristics were investigated, including consistency, convergent and divergent validity and common-method bias. Secondly hypotheses were examined through the structural equation model.

In order to test the hypothesized prototype, a measurement model was investigated which include gauging the standard deviation and interrelationship. Related results are displayed in Table: 3.

Results obtained from the reliability test indicate that values are greater than the threshold value of 0.70 as suggested by Nunnally, J. (1978), which confirmed the internal consistency of the data. Average variance extracted and measure loading has been used to test the construct validity. Values obtained from the test are greater than the benchmark set by Hulland, J. (1999) which recommended that factor loading should be greater than 0.5. Lastly, the average variance extracted for individual constructs has a value exceeding the benchmark value of 0.63. Results reveal that the measurement model has adequate construct validity.

Table: 2

Variables	Items	Value	Composite Reliability	AVE
Brand Orientation	1	0.871	0.94	0.79
	2	0.915		
	3	0.902		
	5	0.892		
Strategic Direction	1	0.789	0.91	0.65
	2	0.813		
	3	0.821		
	4	0.801		
	6	0.752		
Marketing Competency	1	0.814	0.88	0.68
	2	0.905		
	3	0.817		
	4	0.796		
Value of Co-creation	1	0.714	0.89	0.66
	2	0.809		
	3	0.845		
	4	0.842		
Brand Performance	1	0.901	0.95	0.77
	2	0.887		
	3	0.843		
	4	0.886		
	5	0.852		
Technology Advancement	1	0.858	0.86	0.75
	2	0.931		

	4	0.861	
	5	0.872	

Table: 3

	Constructs	Average	Standard Deviation	1	2	3	4	5	6	7	8	9	10	11
1	Brand Orientation	6.50	1.25		0.51	0.45	0.31	0.46	-0.02	-0.25	-0.02	-0.04	0.31	0.05
2	Strategic Direction	5.86	1.18	0.54		0.60	0.47	0.53	0.01	-0.08	-0.09	0.13	0.32	0.10
3	Marketing Competence	4.91	1.08	0.47	0.62		0.26	0.49	-0.04	-0.14	-0.10	0.08	0.43	0.19
4	Value of Co-creation	5.16	1.51	0.35	0.49	0.29		0.30	0.08	0.05	-0.04	-0.07	0.20	0.03
5	Brand Performance	5.50	1.17	0.41	0.61	0.56	0.39		0.15	-0.07	0.10	0.04	0.28	0.08
6	Organization Size	4.14	1.75	0.00	0.03	0.01	0.13	0.17		0.08	0.26	0.17	0.12	0.20
7	Industry	2.01	0.67	-0.24	-0.07	-0.11	0.06	-0.04	0.09		-0.19	-0.11	-0.05	0.01
8	Ownership	0.54	0.41	0.04	-0.08	-0.05	0.01	0.13	0.32	-0.20		-0.02	0.03	-0.09
9	Rivalry	3.07	0.94	0.02	0.18	0.13	-0.04	0.04	0.16	-0.09	-0.02		0.08	0.00
10	Technology Advancement	5.35	1.26	0.33	0.40	0.42	0.23	0.31	0.12	-0.04	0.08	0.11		0.15
11	R&D Earnestness	3.07	1.67	0.07	0.15	0.18	0.06	0.11	0.21	0.07	-0.05	0.04	0.19	



Note: The significance level is 0.05, with the factor having absolute value greater than 0.15. Underneath the diagonal, a zero order interrelationship is presented; whereas above the diagonal an altered interrelationship is presented for possible common method variance.

The outcome with respect to the divergent validity test indicates that common differences among individual constructs and its gauging parameter is greater than the common difference among individuals as well as other constructs in the prototype. So the measurement prototype validates acceptable divergent validity.

COMMON-METHOD VARIANCE

Solitary respondents were representing their individual organisations and accordingly data was gathered. Moreover, a characteristic associated with such data is that it can be considered cross section; consequently the prejudice issue associated with common variance method can be a concern. This likelihood was examined, where references were taken from a study conducted by Chung, H. F., Wang, C. L., Huang, P. H., & Yang, Z. (2016) in order to embrace a variable which is theoretically distinct, and this variable is R&D earnestness in our proposed prototype. Hypothetically, the R&D earnestness of an organisation is not associated with its marketing competency or its inclination to establish value of co-creation. Findings reveal that R&D earnestness connected with other significant variables is very meaningless in the proposed prototype; subsequently modification in the connection depends on the least progressive alteration among the R&D earnestness and other variables; the connection between the significant variables is not expressively varied from initial findings.

STRUCTURAL EQUATION MODEL

Findings with respect to the structural equation model are presented in Table: 3, a significant percentage of variance is visible in the internal construct which is elucidated by the hypothesised prototype. 31% of variance can be seen in brand orientation, 9% of the variance is visible in value of co-creation and lastly 33% of the variance can be seen in brand performance. This advocates that the hypothesised prototype is very much adequate (Chung, H. F., Wang, C. L., Huang, P. H., & Yang, Z. (2016)).

Table: 4

	Value (t-stats)	R-square
Brand Orientation		0.31
Strategic Direction → Brand Orientation	0.37(3.54)	
Marketing Competency → Brand Orientation	0.24(2.61)	
Value of Co-creation		0.09
Brand Orientation → Value of Co-creation	0.29(3.23)	
Brand Performance		0.33
Brand Orientation → Brand Performance	0.29(2.71)	
Value of Co-creation → Brand Performance	0.27(3.56)	
Explicit Influences		
Organizational Size → Brand Performance	0.07(0.81)	
Ownership → Brand Performance	-0.05(0.48)	
Competitive earnestness → Brand Performance	0.04(0.55)	
Type of Industry → Brand Performance	-0.02(0.07)	
Technology Advancement → Brand Performance	0.24(2.78)	

As visible in Table: 4; all assumed hypotheses are very much sustainable. Strategic direction and marketing competency are very much progressively associated with brand orientation, which supports the assumed hypotheses H1 & H2. Brand orientation in turn is progressively associated with brand performance, which supports H3. Brand orientation is also very progressively associated with value of co-creation and it supports H4. Lastly, value of co-creation is progressively associated with brand performance and thus it supports H5.

Discussion

Researchers have shown keen interest in digging deep with respect to brand orientation in business to business arrangements, but then again, specialists have shown very little inclination to embrace the same. A theoretical prototype was proposed which signifies the importance of brand orientation in transforming key elements of an organisation into improved brand value and performance. Findings reveal that brand orientation holds greater significance in business to business arrangements. Firstly, it has a direct as well as an indirect effect on brand performance and influencing customers towards value of co-creation. Normally added resources are required for management to engage in brand orientation. Consequently, these added resources can facilitate organisations in engaging different activities, which include involving customers via mutual strategic orientation, exchanging knowledge and decision support systems. Findings have revealed that engaging customers will help organisations in developing value of co-creation which will further facilitate organisations in gaining added understanding with respect to the practices that can lead towards improved brand performance.

This research paper also gives detailed perspicacity with respect to the execution of brand orientation. Explicitly, two elements have been discussed that affect the evolution of brand orientation, which includes strategic direction and marketing competency. Findings advocate that these elements inspire organisations to develop brand orientation. Generally, organisations that have clear strategic direction tend to be more enterprising, ingenious and are expected to engage in activities that have certain risk factor; all these practices lead organisations towards brand orientation. Likewise the marketing competency of an organisation also has a progressive effect on brand orientation. It allows management to devote certain resources towards branding activities, and facilitates understanding the true significance of establishing and having a valuable brand.

Theoretical & Managerial Implications

This research paper has been able to contribute significantly to the prevailing literature. Formerly, different research papers and studies have highlighted the importance of brand orientation in business to business and business to consumer arrangements, but have ignored why some organisations embrace the same and others overlook its significance. The research paper in hand assists by recommending two elements that encourage organisations in developing sturdier brand orientation. Explicitly findings reveal that strategic direction offers an alternate elucidation for exploring diversified options of brand orientation. In addition, marketing competency assists organisations with possible sources of resources required for implementing fruitful branding blueprints. Results also add to the existing literature by ascertaining the required means necessary in establishing brand orientation.

The research paper also broadens the scope of existing literature by investigating the influence of value of co-creation (Chung, H. F., Wang, C. L., Huang, P. H., & Yang, Z. (2016)). Previous studies advocated that value of co-creation can translate into positive performance in business to business settings (Ranjan, K.R., & Read, S. (2016)). Nonetheless, the research paper in hand offers a detailed understanding with respect to involving customers, which can aid in identifying a roadmap through which organisation branding activities can affect brand performance by motivating customers to participate in the overall operation, which assists in the establishment of interpersonal valued branding.

Concerning managerial implications, findings reveal that organisations aspiring to establish brand orientation should look to instigate entrepreneurial expertise in their managers. Managers working in business to business arrangements may lack the enthusiasm to devote themselves to branding activities as a certain level of risk is associated with these types of activities, at the same time there is a dearth of instant return on these investments (Constantinos N.Leonidou, Magnus Hultman, (2018)). Moreover, managers working in

business to business settings do not realize the importance of establishing interpersonal relationships and ignore the fact this relationship can lay the foundation in transforming brand into asset (Świtała Marcin, Gamrot Wojciech, Reformat Beata, Bilińska-Reformat Katarzyna, (2018)). Organisations make strategic decisions in order to minimise the risk factor, but to fully ascertain the benefits associated with business to business branding, it becomes imperative for managers to be more enterprising, ingenious and have the fighting spirit to beat the competition.

Another important consideration is that managers who want their organisation to be brand oriented need to focus on establishing marketing competency that will facilitate the organisation in acquiring the required resources which will allow them to successfully execute the branding activities. Furthermore, marketing intelligence can play a vital role, as it will encourage the managers to have an eye on existing market directions and frequently changing needs of the customer (Bernard J. Jaworski & Ajay K. Kohli, (2017)).

Utilising the strategic resources efficiently is a very important consideration for today's managers. Involving customers enthusiastically can help organisations in establishing value of co-creation. Findings from this research paper recommend that the course of value of co-creation is a vital process which can stimulate the efforts of an organisation into meaningful results with respect to branding activities. Neves Sara & Xavier Alexandra (2017) advocate that involving customers in business operations will allow them to better comprehend the seller's brand importance, consequently customers will show more inclination to give the required significance to the association. Therefore management needs to motivate their managers with respect to engaging customers and asking for feedback during the development of strategic plans as well as involving them during product design and technological progression.

Limitations

This study has some limitations as well. Data was gathered through self-reporting, which mainly relies on respondent behaviour, values and beliefs, so there is always a possibility of exaggerations as respondents might be reluctant to share the actual detail. Similarly, the nature of the study is cross sectional, which limits the study from accurately interpreting the causal relationship. Incorporating branding elements in overall operations is a strategic decision and requires a certain investment. Consequently there can be multiple elements that can affect the overall process. The research paper has mainly concentrated on two particular factors that affect the brand orientation of an organisation. Future research papers can explore other factors through which a more comprehensive mechanism can be established, which can provide additional details with respect to brand orientation in business to business settings. The research paper further revealed that the association entrench between supplier



and customer in business to business settings is very significant for branding. Future studies can investigate how branding connects with initiatives designed to maintain healthy relationships with customers. Preceding papers weren't able to fully explore the affect of brand orientation on the performance of an organisation. So it provides opportunities for future studies to explore the reasons behind these varied results, and accordingly try to connect the dots by incorporating elements like brand image and organisational reputation and their influence on brand orientation and organisational performance.



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