THE STIMULUS-ORGANISM-RESPONSE (SOR) FRAMEWORK FOR COSMETICS BRAND MANAGEMENT AS SUGGESTED BY CONSUMER BRAND PERCEPTIONS STIMULATED BY LOGISTICS-MARKETING MIX ANTECEDENTS: IMPLICATIONS FOR NEW START-UP LANADENE[1]

YU THIN ZAR AUNG
Administrative Officer, International Affairs Division,
Mae Fah Luang University, Thailand

Abstract

The purpose of this paper is to investigate how brand perceptions formation by means of brand image and brand trust can be developed through a holistic integration of logistics-marketing variables, which includes factors such as living compound of place, and strategic location, choice and accessibility of place, in impacting positively on consumer loyalty. There are some important contributions illuminated in this research. The consumers who have obtained some levels or scopes of information clarity tend to perceive positively on the logistics-marketing mix variables. This insight is generally not addressed in the available literature. The overall conceptual integration can be structured in a structural equation model known as stimulus-organism-response (SOR) model. The SOR structure fits into the strategic intention of branding by embedding important stimulus-response capabilities and initiatives that could be used to drive repetitive purchases. Theoretical and some practical scopes of implications are discussed.

Keywords: Cosmetics, Brand, Stimulus-Organism-Response, Lanadene, Marketing Mix.

Introduction

Cosmetic business is one of the record-breaking profitable industry for most of the manufacturers in the world where majority of population are actively consuming millions of cosmetic products every year. These days, attractiveness of a person solely depends on cosmetic and it is becoming a tendency for most people to use cosmetic in their daily life regardless of genders. Thailand's cosmetic industry is standing as a good demonstration on the diversity of consumer's various choice including foreign imported and national products (Phupoksakul 2006). Beauty is the great concern for the women especially for the Thai people who believe that beautiful proportional facial structure could attract the complimented admires in both men and women. The trend has been going on for many decades that people cannot stay without cosmetics just to look presentable in the society. Having said that, there has been numerous cosmetic products available every nook and corner of the world.

When customers have ample of products at their wish, this can be tricky when the businesses dealing with same or identical products retain their customers. The buyer's decision makes great influence in their selection of the products. There are wide range in customer decision making processes in cosmetic purchasing behavior that the start-up stage cosmetic

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businesses should have with the strategic marketing plan. Not only should the diversity in customer's decision-making process, the companies must have strategic planning along with the logistic strategy of "Place" as well.

An example of a start-up is LANADENE. LANADENE is the cosmetic product of School of Cosmetic Science of Mae Fah Luang University, located in Northern most of Thailand. The "LANADENE" cosmetic product is developed by the researchers with specialized knowledge and skills with no hazardous substances used in the products. The extract is mainly from nature with the formula of the researchers who have experimented and tested to ensure efficiency and safety of the users. Since the Lanadene products are in the development stage with limitation and obstacles, such as marketing tools, rules and regulation that could not properly create the strong brand perception to customer decision making processes. LANADENE would be one of the variables considered in this research, and as LANADENE is both a result of the research incubation works of Mae Fah Luang University (MFU), and the brands are mostly sold in MFU campus, the sampling would be focused on the population in the MFU campus. In this way, the comparative context would be meaningful to the management teams of LANADENE. Specifically, the following research objective is raised for this paper

Research of Objective

The purpose of this paper is to investigate how brand perceptions formation by means of brand image and brand trust can be developed through a holistic integration of logistics-marketing variables, which includes factors such as living compound of place, and strategic location, choice and accessibility of place, in impacting positively on consumer loyalty. A particular implication would be drawn to suggest for LANADENE brand for a more holistic management of its brand.

Literature Review

The literature review will discuss the underlying theoretical perspectives that support the stated hypotheses, and in particular, the stimulus-organism-responses theory of combined consumer behaviors and brand management (cf. Tan, 2017; Tan, 2018a, 2018b; and Tan, 2019) would lead the way. This section will also illustrate the logistics-marketing mix constructs which influence brand perceptions of consumers consuming cosmetics products.

Logistics-Marketing Mix Constructs: Many organizations still face the challenges in measuring marketing effectiveness, which leads them to resolve to a compromising premise that an imperfect measure is better than none (Brooks and Sim, 2012). Part of the reasons, for instance, according to Wise and Sirohi (2005), is that companies "lack enough hard data on what marketing stimuli work best in which circumstances and with which customers" (p. 10). Marketing mix concept has often been centralized in terms of Ps, such as the 7Ps (Ivy, 2008), namely product, place, promotion, price, physical evidence and people or process. Nevertheless, if skillfully implemented many alternative Ps can be absorbed into the traditional marketing mix of product, place, promotion and price, for instance, promotion can exploit the people concept, as "Salespersons of the brand I usually purchased are enthusiastic in explaining the products." Marketing mix is also strategically and conceptually rooted with tight connection in logistics through Logistics Avenue in terms of place. The exploratory factor analysis of place in this research identifies two important logistics parameters, namely the living compound of place and the strategic location, choice and availability of place. In other words, the marketing organizations should consider a holistic marketing place that embraces the different logistical

dimensions of place in the marketing mix initiatives, for instance, the strategic location decision of place is an important factor.

As information and Internet technologies are getting more sophisticated, the various marketing initiatives-logistics variables should be seamlessly integrated. For instance, in a recent Forbes Insight (2019)'s report, it was quoted that "In the old ways, we would mass market a message on three television networks and reach everybody… But today isn't the case. Everything is so much more tailored to people's tastes and behaviors". Judged on these arguments and the pace of today's Internet technology advancement, location-based or place-based marketing becomes real-time, and the initiatives are often promotions customized to locations.

While taking a holistic approach, marketers should attempt to maximize their creativity capacities to the fullest as creative approach to marketing mix can leverage its effectiveness to a much higher level. For instance, in Kim, Choe and Petrick (2018), they study and find that a celebrity inclusion in the promotion avenue can induce the visitors to a destination to form positive and desirable destination brand images and thus loyalty.

Brand Image and Brand Trust as Organism for Closure of SOR Framework: In finding the best marketing mix strategies, Wise and Sirohi (2005) suggest that organizations should keep both brand and revenues in mind. Translating into the context of consumer behaviors and brand management, organizations should integrate brand perceptions (organism) and brand loyalty (that reflects revenue-earning potential) with marketing mix strategies (Tan, 2017; Tan, Sitikarn and Anomasiri, 2018), which leads to suggesting a stimulus-organism-response (SOR) framework (Tan, 2018a; 2018b; Tan and Patthracholakorn, 2018). The SOR thus should present the strategic factors of success (Kreutzer, 1988) for cosmetics brand management that integrates concepts of consumer behaviors through logistics marketing mix antecedents. Branding is an important part of product marketing (Vignali and Davies, 1994), and to sustain the brand development, Arshan and Altuna (2010) show that product brand image consideration is important.

When the brand image formation variables such as marketing mix are out of tune with the core theme of brand, it can lead to customer defecting from the loyal bases (Hogg, Cox and Keeling, 2000). The inclusion of brand image as an important mediating organism in the SOR model is important, as it is often reckoned as "a process of symbolizing the experience of objects stored in human's association memory, tends to be a significant representation of the significance of consumption and include characteristics of self-expression (Song, Wang, and Han, 2019, p. 511; citing Paivio, 1969, and Lau and Phau, 2007). Being a significant part of consumption, brand image is thus highly related to brand trust in terms of how consumers categorize the brands as parts of the self (Escalas and Bettman, 2003; Gaustad, Samuelson, Warlop, and Fitzgimons, 2019), eventually leading to positive responses in terms of brand loyalty (Song et al. 2019).

S-O-R model, Stimulus-Organism-Response model, proposed in 1974 by Mehrabian and Russell. They stated that environmental stimulus affects the reactions and individual's cognitive and it turn leading to some behavior (Mehrabian & Russel 1974). The external environmental condition and factors are affecting the inner state of perception, feelings and thinking exercise called organisms (Bagozzi, 1986) and actuate the execution of additive conduct. The previous researches considered as the positive and negative effects in order to make their final choice and the response as the behavior accordingly. (Mehrabian & Russell, 1974). In this study, Environmental Stimulus, Marketing Mix-Logistic variables are affecting to the inner stage of Organism "Brand Image and Brand Trust". These inner perception and feelings or thinking create and occurs the response as "Brand Loyalty".

In view of the above arguments, the following conceptual model is developed, as shown in Figure 1,together with the hypotheses.

Hypotheses
H1: Marketing mix-logistics variables, in terms of needs recognition and information searching, product, place, promotion and price variables, can significantly predict brand image.
H2: Brand image can significantly predict brand trust.
H3: Brand image and brand trust can significantly predict brand loyalty.
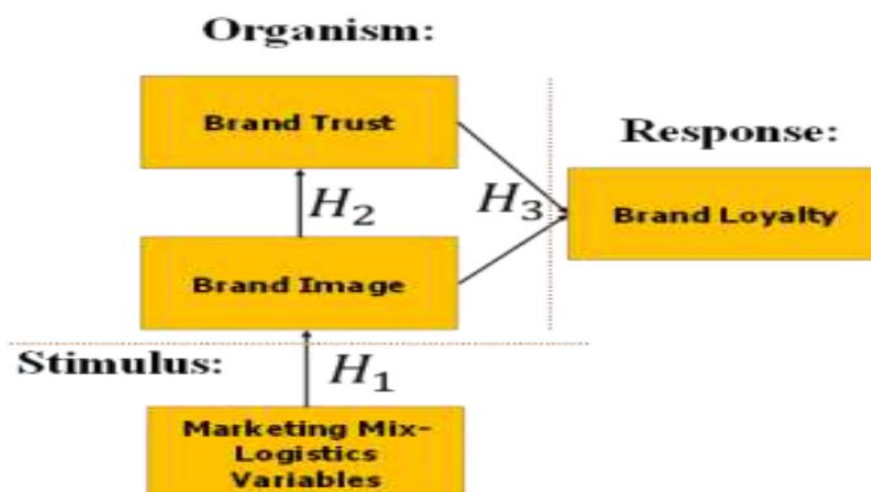
Figure 1 The Stimulus-Organism-Response (SOR) Conceptual Modelfor Cosmetics Brand Study

Research Methodology

This research attempts to study the antecedent factors influencing brand perceptions of consumers in the use of cosmetics products, and the consequence in terms of brand loyalty. The researchers acknowledge that these phenomena can be examined objectively in search for single-, structural truth revealed by statistical analysis. Thus, a positivism paradigm is adapted, which exploits questionnaire-based survey method in data collection. The data were collected based on conveniencebased sampling criterion, by means of distributing the survey online, and requesting the response online.

The sampling population is targeted based on an attempt to study the implication for the new start-up of Lanadene brand, such as to what extent Lanadene brand is used and the comparative perception with other brands. Thus, the sampling is focused on the Mae Fah Luang University's campus. A four-part questionnaire for the study was developed along with the demographics by the researchers in order to measure the research variables. In the questionnaires, six of the items were designed to examine brand image according to the theory of Kirmani and Ziethaml 1993, etc.; four of the items were designed to brand loyalty according to the adaptation of five level of brand equity from Moisescu. O. 2006, etc; three of the items were developed to Brand trust according to the perceptive on brand loyalty of He, Li and Harris 2012, etc.; and twenty-five items were included to the traditional marketing mix 4Ps (Product, Price, Place and Promotion) by Lambert, D. M., and Harrington, T. C. 1989, etc.

Research Results

The results are presented in numerous sections. First, the sampling profile is discussed, followed on the second, by the research quality assessments on both the reliability and validities. Correlations and structural equation modeling (SEM) analyses provide the inferential analyses. Sampling Profile: The majority of the survey participants are female, at 62.7 per cents; also 54.9 per cents in age group 20-less than 25, and 60.8 per cents as students, and 58 per cents as residents of Chiang Rai, purchasing from the shops at 80.4 per cents, and 86.3 per con habitual purchase of international cosmetics brands at 86.3 per cents.

Measurement Quality Assessments

The measurement quality assessments are evidenced by the reliability index and the different aspects of validity, in terms of construct validity, content validity, convergent validity and discriminant validity. These evidences are shown in the quality assessment tables below. Reliability index is indicated by Cronbach Alpha exceeding 0.80 the highly reliable threshold (Tan, 2019). The construct validity and the content validity are reflected in the questionnaire items shown in the tables below, under the guidance of the construct definition and the topicality context of the research. Pilot assessments were also carried by the researchers by testing with the actual consumers of cosmetics products, the researcher with reasonable competencies in research methodologies and the cosmetics sales and manufacturing organization. To obtain statistical evidences, both convergent validity and discriminant validity were shown in the tables below.

In particular, the convergent validity is established by the total variance explained (TVE) in exceeding 0.50, the factor loading of the items over 0.70 (those below 0.70 were deleted and thus were not included in further statistical analyses), and reliability index over 0.80 (Tan, 2019). The discriminant validity is established also by the square root of TVE exceeding the cross-correlation coefficients (Tan, 2019).

Table 1 Measurement Quality Assessment for Needs Recognition and Information Search

Needs recognition and information search:	Factor Loading	
Before I buy the product, first thing is look for the product information.	0.822	Reliability = 0.810 (Cronbach Alpha)
Before I buy the product, I look for the usage and benefit of the product.	0.737	KMO of sampling adequacy = 0.800
Before buying the product, I check the price of the product.	0.734	Bartlett's test of sphericity: Approx. Chi-Square = 162.572, df = 10, sig. = 0.000
I check the availability of the product before buying the product.	0.732	
I check the promotional sales of the product.	0.725	TVE = total variance explained = 0.5746
I compare the price before purchasing the product. (deleted due to < 0.7 on factor loading)	0.656	Square (TVE) = 0.758
I usually investigate the review of the product on social media such as in website or blog. (deleted due to < 0.7 on factor loading)	0.479	

Table 2 Measurement Quality Assessment for Product

Product	Factor Loading	
The brand I usually purchased is the high-quality product.	0.696	Reliability = 0.869(Cronbach Alpha)
The brand I usually purchased has wide varieties of cosmetic products for different purposes.	0.705	KMO of sampling adequacy = 0.872
The brand I usually purchased describes the content of ingredients properly.	0.768	Bartlett's test of sphericity: Approx. Chi-Square = 266.318 df = 15, sig. = 0.000
The brand I usually purchased properly describes the direction of the product usage.	0.845	TVE = total variance explained = 0.60989
The brand I usually purchased is well known in the region I live.	0.728	
The brand I usually purchased is reliable.	0.671	Square (TVE) = 0.7809
The packaging of brand I usually purchased is attractive.	0.710	
The packaging of brand I usually purchased is attractive.	0.770	

Table 3 Measurement Quality Assessment for Price

Price:	Factor Loading	
Price of the brand I usually purchased is reasonable	0.743	Reliability = 0.862 (Cronbach Alpha)
Price of the brand I usually purchased is quite obviously different from other cosmetics brands in the market that I know.	0.714	KMO of sampling adequacy = 0.886
The brand I usually purchased offers competitive prices.	0.808	Bartlett's test of sphericity: Approx. Chi-Square = 234.4, df = 15, sig. = 0.000
Price of the brand I usually purchased is definitely a value-for-money.	0.818	TVE = total variance explained = 0.59342
The brand I usually purchased offers attractive pricing.	0.781	Square (TVE) = 0.7703
The pricing of the brand I usually purchased give me no hesitation to make decision on its purchased.	0.756	

Table 4 Measurement Quality Assessment for the Living Compound of Place (Result of Exploratory Factor Analysis)

Living compound of Place:	Factor Loading	
The brand I usually purchased can be seen anywhere within area where I live.	0.939	Reliability = 0.863 (Cronbach Alpha) KMO of sampling adequacy = 0.50
The brand I usually purchased can be seen anywhere even outside of the area that I live.	0.939	Bartlett's test of sphericity: Approx. Chi-Square = 84.991, df = 1, sig. = 0.000 TVE = total variance explained = 0.88137 Square (TVE) = 0.938

Table 5 Measurement Quality Assessment for the Strategic Location, Choice and Accessibility of Place (Result of Exploratory Factor Analysis)

Strategic Location, Choice and Accessibility of Place:	Factor Loading	
The outlets of the brand I usually purchased are easily accessible.	0.849	Reliability = 0.833 (Cronbach Alpha)
The brand I usually purchased are easily available most of the time I visit the shop.	0.844	KMO of sampling adequacy = 0.805
The outlets of the brand I usually purchased are situated in strategic locations i.e. supermarket.	0.824	Bartlett's test of sphericity: Approx. Chi-Square = 151.938, df = 6, sig. = 0.000
The brand I usually purchased has abundant choices displayed in the shop.	0.755	TVE = total variance explained = 0.67049 Square (TVE) = 0.8188

Table 6 Measurement Quality Assessment for Promotion

Promotion:	Factor Loading	
The brand I usually purchased has many promotions to create or induce my interest.	0.778	Reliability = 0.851(Cronbach Alpha)
Promotion of the brand I usually purchased creates more awareness of the products.	0.842	KMO of sampling adequacy = 0.835
The brand I usually purchased often have attractive special promotion.	0.822	Bartlett's test of sphericity: Approx. Chi-Square = 205.816, df = 10, sig. = 0.000
Salesperson of the brand I usually purchased are enthusiastic in explaining the products.	0.736	
The advertisement of the brand I usually purchased always catches my attention.	0.0.785	TVE = total variance explained = 0.62953 Square (TVE) = 0.793

Table 7 Measurement Quality Assessment for Brand Trust

Brand Trust:	Factor Loading	
I trust the brand that I usually purchased because it is made by professional institution.	0.882	Reliability = 0.883 (Cronbach Alpha)
I trust the brand that I usually purchased because it has the strict quality control and appropriate certification.	0.9192	KMO of sampling adequacy = 0.736
I trust the brand that I usually purchase because products meet my cosmetic needs.	0.8993	Bartlett's test of sphericity: Approx. Chi-Square = 162.664, df = 3, sig. = 0.000 TVE = total variance explained = 0.81022 Square (TVE) = 0.9001

Table 8 Measurement Quality Assessment for Brand Loyalty

| Brand Loyalty:	Factor Loading	
I often stick to the brand I usually purchased if no other brands can match in various aspects such as product quality, pricing or promotion.	0.748	Reliability = 0.786 (Cronbach Alpha) KMO of sampling adequacy = 0.787
I always keep speaking good terms of the brand that I usually purchased.	0.778	Bartlett's test of sphericity:
The brand that I usually purchased is always my first choice in cosmetic products.	0.791	Approx. Chi-Square = 105.273, df = 6, sig. = 0.000
Even if the price of the brand that I usually purchased may fluctuate in price, I would not intend to switch to the other brands.	0.807	TVE = total variance explained = 0.61034 Square (TVE) = 0.781

Table 9 Measurement Quality Assessment for Brand Image

Brand Image:	Factor Loading	
The cosmetic brand that I usually purchased gives me the better self-image.	0.898	Reliability = 0.937 (Cronbach Alpha)
The cosmetic brand that I usually purchased supports my confidence in public.	0.857	KMO of sampling adequacy = 0.910
The cosmetic brand that I usually purchased matches my personality.	0.877	Bartlett's test of sphericity: Approx. Chi-Square = 493.123, df = 15, sig. = 0.000
The cosmetic brand that I usually purchased gives me the positive outlook in the public.	0.920	
The cosmetic brand that I usually purchased matches the aesthetic look of my job lifestyles.	0.843	TVE = total variance explained = 0.76512
The cosmetic brand that I usually purchased ensures my skin are beautifully taken care, leading to positive acceptance in the public.	0.851	Square (TVE) = 0.874

After the quality assessments of the survey instrument, correlations and structural equation analyses were conducted. The correlations analysis shows that there are positive relationships for the actions taken in needs recognition and information searching, and the various logistics-marketing mix variables.

Thus, indirectly or directly, the consumers who have obtained some levels or scopes of information clarity tend to perceive positively on the logistics-marketing mix variables. This insight is generally not addressed and not discussed in the extant literature, and thus is an important contribution.

Hypotheses validation: Hypotheses H1, H2 and H3 are shown supported by means of structural equation modeling (SEM) analysis. Figure 2 depicts the analyzed structure, which illuminates the significant relationships among the constructs. The right-hand-corner digit explains the percentages of the variance explained for the construct, as a result of the predictors with arrows pointing towards it. For instance, brand trust can be explained at 50% of its variance by brand image, price and promotion, with standard regression coefficients at 0.50, 0.21 and 0.16, respectively. For brand loyalty, 65 percentages of its variance can be explained by brand trust (beta = 0.42), brand image (beta = 0.20), product (beta = 0.15) and promotion (beta = 0.24). As to brand image, its 28 percentage of variance can be explained by predominantly promotion (beta = 0.28) and product (beta = 0.33). Clearly, brand image and brand trust are the two important mediators between marketing mix, especially product and promotion, and brand loyalty, which signifies that brand perceptions of consumers, in terms of image and trust, are vital.
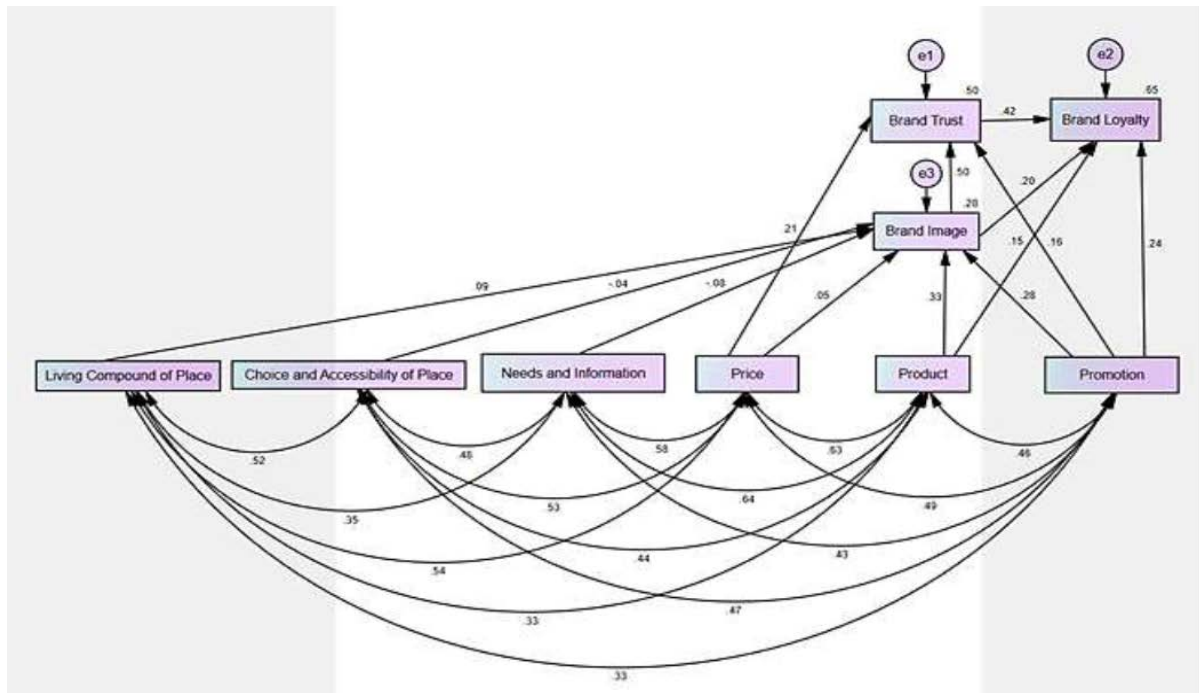
Figure 2 Structural Equation Model of Lanadene Cosmetics Brand Perceptions

The structural equation model (SEM) statistics show an absolute model fit: evidenced with p not significant at 0.440, and CMIN/DF below the upper threshold of 5 (Tan and Anomasiri, 2017; Tan, 2019) and RMSEA (root mean square error of approximation) at 0.000. The incremental fits are also evidenced by NFI (normed fit index) at 0.983, CFI (comparative fit index) at 1.00, and other indexes near 1.0 (Tan and Anomasiri, 2017; Tan, 2019).

Comparative Study
The following table summarizes the results of either T-test and ANOVA tests of the control variables. The color-coded highlights indicate the significance of differences. Lanadene is MFU (Mae Fah Luang University) brand, which scores the lowest across all the constructs studied, especially in product and logistical distribution. In the career domains, there are no significant differences between the student and the working categories, except the "otherwise" category without any specific clarification, and thus, the researchers have no idea what the "otherwise" means. The "otherwise", nevertheless, scores the lowest in the career control variable. Also, the residents of Chiang Rai perceive at higher level in the availability in the living compound of place – namely the products can generally be seen whether within or outside the area where the respondents live. In terms of age, those of age 40 or above score the lowest of all the constructs studied.

Table 10 The results of T-test and ANOVA tests

		Needs and Information	Product	Price	Living Compound of Place	Strategic Location, Choice and Accessibility of Place	Promotion	Brand Trust	Brand Loyalty	Brand Image
Lanadene	Lanadene	3.54	3.24	3.37	3.23	3.16	3.57	3.63	3.78	3.45
	Otherwise	3.95	3.71	3.57	3.41	3.59	3.46	3.88	**4.00**	3.71
Brand Country Origin	National	3.61	3.42	3.40	3.25	3.51	3.52	3.71	3.78	3.55
	International	3.92	3.67	3..56	3.40	3.52	3.47	3.86	3.99	3.69
Purchase Channel	Online	3.98	3.61	3.71	3.07	3.43	3.69	3.92	**4.00**	3.67
	Shop	3.86	3.64	3.50	3.45	3.54	3.43	3.82	3.96	3.67
Gender	Female	**4.07**	3.75	3.60	3.40	3.48	3.55	3.95	**4.06**	3.66
	Male	3.54	3.41	3.44	3.32	3.58	3.35	3.64	3.801	3.68
Resident	Chiang Rai	3.81	3.68	3.56	**3.40**	3.47	3.51	3.94	3.95	3.62
	Not CRai	3.97	3.72	3.37	2.55	3.31	3.04	4.00	4.25	3.97
	Otherwise	4.00	3.55	3.56	3.54	3.71	3.57	3.67	3.94	3.68
Career	Student	3.90	3.72	3.64	3.52	3.56	3.54	3.98	4.03	3.71
	Working	4.01	3.68	3.51	3.33	3.46	3.57	3.84	4.11	3.833
	Otherwise	3.38	2.93	2.96	2.65	3.42	2.82	3.00	3.13	2.95
Age	16-Less than 20	4.16	4.06	3.74	3.45	3.77	3.45	4.03	4.12	3.84
	20-Less than 25	3.88	3.68	3.59	3.38	3.46	3.56	3.94	4.05	3.73
	25-Less than 30	3.98	3.62	3.58	3.44	3.48	3.31	3.96	3.92	3.61
	30-Less than 40	3.77	3.59	3.52	3.85	3.60	3.54	3.40	3.71	3.75
	40 or Above	3.49	2.98	2.98	2.85	3.57	3.28	3.18	3.53	3.20

Discussion of Research Results

The structural equation model illuminates a stimulus-organism-response (SOR) structure, which integrates some of the logistics-marketing mix variables as the antecedent roles in influencing the organism perceptions of consumers. The SOR structure fits into the strategic intention of branding, which embeds in it an important stimulus-response capability that drives the consumers to repeat purchases (Hull, 1943; Tan, 2018a;b). Two important organism constructs are brand trust and brand image, and they are hierarchical in nature. The logistics-marketing mix variables involve the need for the cosmetics organizations to consider the role of information, which is key logistical variables, and in particular, the logistical information relating to utility of cosmetics products, product information, the availability and promotional issues should be operationally focused upon. The similar SOR structure was also identified in Kamkayan and Tan (2015) by using the concept of marketing 3.0, in terms of brand identity, brand integrity and brand image. Nevertheless, this research extends the works of Kamkayan and Tan (2015) and includes, specifically, brand self-image theory or identity-congruence (Tan, Sitikarn and Anomasiri, 2018; Tan and Sitikarn, 2018), which supports the confidence level of consumers, a feeling of positive outlook in the public and feeling of appropriate matches in areas of, for instance, the aesthetic look of job lifestyles and personality.

The brand image, being explained by logistics-marketing mix variables, highlights that brand image is a result of a network of information being kept in consumer memory about a brand that is caused by a set of associations (Loken and John, 1993). As depicted in the structural equation model, the significant associations come from product and promotion, i.e. the quality and variety of choices of products, the socially responsible actions taken by the cosmetics organizations in terms of ethical and caring labeling in explaining the content of ingredients and the direction of product usage, and packaging clarity and attractiveness.

The promotional focuses should be holistic in nature, involving the enthusiastic attitude of salesperson in explaining the products, the eye-catching attractions of the advertisement, and the overall power of promotion to promote awareness, induce interests and catch the

attention of consumers. In this way, the role of marketing mix, represented as important association variables for influencing brand image (Kamkayan and Tan, 2015), can be reasoned as a result of consumers perceiving

differentiation of the cosmetics products as stimulated by marketing mix initiatives (Boulding, Lee and Staelig, 1994).

This research validates the effectiveness of stimulus-organism-response (SOR) model as suitable framework for brand management, and the comparative study also provides some scopes of insights to help new start-up LANADENE in further developing and improving its brand. Brand managing is important especially brand is predominantly intangible in nature (Lehmann, Keller and Farley, 2010), and as explained and illustrated in Tan (2018a, 2018b), brand management should be prioritized in three domains or levels, namely the stimulus, the organism and the response. Although LANADENE aims for a bigger role in the national market, but its new start-up is currently focus as testbed in the university campus, and also in some sales offices in Bangkok. The comparative context thus needs to be constrained within the university campus so that the management team of LANADENE can better able to make sense of it. There are numerous findings that are critically important. First of all, an effective brand management, whether for LANADENE or for more international brands, stimuli play important role, and this research highlights the interrelationships of the various logistics-marketing mix stimulus factors, but the product and promotion strategies of brand are obviously having significant weights. The logistical issues should focus on the availability, choices of products and the strategic locations where consumers can find the brands of their preferences. Secondly, the brand marketers should realize that these brand stimuli, in terms of logistics-marketing mix strategies and offers, should be consistent with the intended and formed brand perceptions of the consumers. Two important brand perceptions of consumers are brand image and brand trust. Brand image is obviously associated with the consumers' experiences with the various aspects of the stimuli, but most importantly, should also contain a strategic element that is shown by the brand capability to help the consumers form positive images in front of public and is able to help in their career presentation. The identity-induced image is also highlighted in Tan et al. (2018) and Kamkayan and Tan (2015). Thirdly, brand loyalty is shown to be directly impacted upon by both brand image and brand trust, but is also heavily influenced by the continuous promotional commitment of the brand organizations. It is also learned from this research that promotion should actively embrace and integrate the other aspects of the logistics-marketing mix, such as by use of people and Internet as seamless platform for creative promotion. Fourth, indirectly or directly, the consumers who have obtained some levels or scopes of information clarity tend to perceive positively on the logistics-marketing mix variables. This insight is generally not addressed and not discussed in the extant literature, and thus is an important contribution. Thus, it is important the brand marketers stress on information visibility and the professional presentation of it. Fifth, based upon the lower sampled proportion of consumers who are currently using LANADENE, in comparison to their other preferred brands, of majority international origins, and from the fact that promotion is a significant important determinant to brand loyalty, it is important promotion should be actively and creatively managed and implemented by the new start-up like LANADENE. Besides, promotion is a single important factor that influences positively on both brand image and brand trust. Thus, the role of promotion should actively be pursued.

Suggestions

The residents of Chiang Rai perceive at higher level in the availability in the living compound of place – namely the products can generally be seen whether within or outside the

area where the respondents live. In terms of age, those of age 40 or above score the lowest of all the constructs studied. Can use the information that has been applied to other studies With similar context

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