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INFLUENCE OF BRAND VALUE ON MARKETING ORIENTATION AND BRAND COMPETITIVENESS OF ORGANIC FOOD PRODUCT BRANDS IN BANGALORE

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Abstract
Several marketing theorists have lately focused on the importance of brand value in fuelling brand competition. The authors present and evaluate a framework that illustrates the impacts of brand value on marketing orientation and brand competitiveness from the viewpoints of marketing and strategic orientation. The framework was developed by bringing together findings from many areas of study in marketing and management. A survey was sent to 200 organic product buyers at random and they all filled it out. The suggested model was put through its paces using correlation and regression analysis. It was discovered that brand value, developed for corporate clients, boosts both the competitiveness and marketing focus of brands. Because the variables are all continuous, this research can only be described as descriptive. The data was gathered by means of a survey. The survey used high-quality tools in its execution. According to the results, the factors under study are positively related to one another.

Keywords: Brand Value, Marketing Orientation, Brand Competitiveness, Organic Products.

Introduction
As people all around the world become more health conscious, the demand for organic food items has increased at the expense of its conventional equivalents. Regular food products have pesticides and other added preservatives, which has unnerved consumers. About 12.6% of India's GDP and another 12% of exports are directly attributable to the agricultural sector. India, the world's largest producer of organic food goods, stands to gain significantly from the sector's growth.

Organic foods are "agricultural products produced through natural rather than synthetic process" (Fisher, 1999). Food and agricultural items are termed organic if they are produced, handled, packed, and labelled in accordance with the Organic Foods Production Act and related regulations. One kind of organic product that has quickly become a market leader is organic food. Consumers' interest in products continues to rise. The availability of both processed and unprocessed certified organic products reduces the perceived danger to the customer. Consumers are more interested in purchasing authentic, branded products. Customers have faith in a product's quality because of the brand's standing in the market.

The organic food sector spans many different regions, and there is a rising interest among consumers to purchase organic goods. This research aims to generalize how consumers feel about organic products. Farmers have been using organic agricultural practices for thousands of years to produce food without the use of synthetic pesticides, herbicides, fungicides, bactericides, and so on. The term "organic" is used to describe a specific kind of sustainable agriculture that recognizes and rewards ecological processes including natural cycles and microbial activity in the soil. The "ecological harmony" management practices it employs are geared on doing just that: restoring, protecting, and enhancing the farm's natural equilibrium.

Few studies have investigated why organic foods are more popular with consumers. Researchers in these researches largely looked at the Western Hemisphere and some of Southeast Asia. The myriad factors that influence Indian consumers' views of organic food products are seldom the subject of research, and much less is done to address them. Finding the flaw in an argument by doing several studies and looking at them critically, we see the present investigation as very important. In the past several years, India's organic food market has seen unprecedented growth. Consumers' growing interest in organic products reflects their growing concern for their health. The environmental concerns of consumers are growing in importance. Most people consume foods that have been mass-produced and treated with pesticides to prevent the spread of disease and other pests. Customers in India have less general information and comprehension.

When it comes to buying organic foods, trust is crucial. Customers are not expected to determine for themselves whether or not a product is organic, and they have no way of knowing whether or not the food they buy was grown or raised in line with those criteria. Since trust is a heuristic or shortcut, it might help explain both purchasing intent and behavior by reducing the overwhelming amount of data consumers need to process.

As a solution to the sustainability problems that endanger our economy and atmosphere, there has been a worldwide uptick in interest in new organic food manufacturing. Since organic foods are farmed using eco-friendly practices and less synthetic fertilizers and pesticides, consumers believe they are better for the planet. There may be a shift in public sentiment toward organic foods as a result of increased environmental consciousness, worries about food safety, and access to superior alternatives to foods grown using conventional techniques. This is why it's crucial to strengthen the connection between organic farming and improvements in food safety, ecological equilibrium, and human health. It is essential that circular economy criteria contain modification objectives, especially in their application based on natural processes that maximize the use of environmental capital, given that the status of the climate is a significant factor in determining the long-term survival of the human race. Biological activities in the environment cause variations in the natural climate, which have many benefits for the ecosystem. One of these benefits is environmental management. Environmental interventions not only benefit ecosystems, economies, and societies, but also save costs.

Economists have long argued that it is essential to work toward climate objectives while spending as little money as feasible. There is currently no coordinated effort at the national or international level to combat climate change and achieve related goals. The inability to transmit the full costs of environmental repercussions and altering policies may have been a key scientific deficiency that led to the failure of these programs. This causes one to question the foresight that was put into climate initiatives, especially at the local level. Potential answers are often disregarded, discounted, or disregarded altogether. However, it has been hard to develop workable policies with economic incentives without first conducting a thorough financial study of the monetary impact of these actions on the climate.

The Chinese food market is second only to the American market in size. Organic foods often cost 10-50 percent more than their non-organic counterparts. Consumers in China were shown to be price sensitive while purchasing fish in studies done over a decade ago. This study showed that in China, consumers preferred readily accessible, unlabelled seafood over more costly fish with a green label. However, recent studies show that these customers are ready to invest more for guaranteed safety in their products. The frequent coverage of poisoned seafood and other events was thought to have led to this shift.

Westerners are become more discerning about the groceries they purchase. One such example is the state-wide effort in the United States to require labelling of milk from hormone-treated cows. The public's demand for oversight, however, demonstrates that there is value in the spread of innovative methods of food production. The American predilection for making educated food choices is on full display here. Other examples of information that must be revealed include safety features and potential environmental impacts of the manufacturing process.

In today's increasingly competitive market, a company's brands are its most valuable, strategic, and critical assets (Martin et al., 2005). The power of a brand to make consumers less price-conscious is a crucial asset in a highly competitive industry. Customers will pay more for a recognized brand if they perceive that it is of higher quality and provides more value than similar products (Jacoby & Chestnut, 1978). Brand managers work to build stronger brands to counter this trend (Keller, 1993). One strategy used to increase product awareness is to earn customers' trust. When consumers have faith in a product or service, it provides a more complex lens through which to examine their behavior. The way in which consumers feel about a company's brand may significantly alter the loyalty they feel toward that company. Brand loyalty, traditionally defined as a customer's tendency to make repeat purchases, stems from consumers' trust in the brand. The two most crucial factors in a company's financial success seem to be brand recognition and customer loyalty. From a marketing standpoint, the value of the investment in the relationship between a business and its clients and consumers is safeguarded by the affection for and confidence in that firm's brand. Customers' expectations serve as the bedrock of the interaction between brands and their target audiences. Berry and Parasuraman (2004) argue that it is important to manage both brand loyalty and trust.

Literature Review

In order to stand out in the B2B market, brands need to provide something new to their business clients, and this is where brand managers come in (Hunt et al., 1995). As per McGrath (2005), a brand's value is a reflection of the brand's capacity to help its client companies succeed in the marketplace. Businesses' perceptions of a brand's worth are indicative of its marketability (Powell et al., 2004). Based on what we know currently, it seems that in order to create brand value that appeals to business customer companies, one must focus on enhancing the capabilities of the consumer (Webster, 2000). Brands may offer the distinctive value sought by consumers when they integrate the practical with the empathetic components of their company's operations (Fahey et al., 2001). Business clients want distinctive value, which may be created when a company's operational strengths and marketing expertise are combined (Pettigrew, 1987).

Differentiating brands effectively reflects the social orientation of the brand and its capacity to meet demand created by strategic management of operational operations, both of which contribute to the brand's power (Payne et al., 2008). The primary thesis of this article is that a brand manager may best increase the competitiveness of their brand by using a two-pronged approach that emphasizes both marketing and strategy.

Brand Value (BV)

According to Parment (2008), a manufacturer's BV shows the manufacturer's operational effectiveness while also providing emotional and rational value to consumers and business customers. Creating demand for goods in a crowded market requires a brand to provide all three of these benefits to consumers (Keller & Lehmann, 2006). Brand managers, who are now responsible for meeting the demand their brands have generated, must turn their attention back to the inner workings of their companies. In addition, we considered the more recent definition of BV provided by researchers like Kucharska et al. (2018), who define it as “the strategic consequence of a company's marketing operations that may be used to evaluate the success or failure of other organizational goals”. With this definition in hand, the authors argued that brand managers should consider how to effectively steer the company's various activities in order to deliver on the promise made to different segments of customers in the form of BV. The capacity to match customer demand is essential to a brand's competitiveness in the market, according to the literature on brand competitiveness (Parment, 2008). Some researchers found a connect between innate competitiveness and motivating drives. There are a few useful rudimentary contributions from stories that rely on the perspective of brand equity, and some scholars have identified innovation-driven brand competitiveness as a component of brand image. Researchers like Ahmed et al. (2019) have used productivity as a lens to operationalize business competitiveness, but they haven't approached it as a construct that represents market share in respect to rivals. However, we see competitiveness through the lens of Kirby et al. (2010) notion of growth potential as a function of internal and external resources, which better captures our thinking. Externally, they can have an impact on brand competitiveness, a topic that Kirby et al. (2010) has attempted to theoretically examine through the lens of three distinct types of BVs.

BV in the Context of Marketing

According to academics (Hede and Kellett, 2011), "marketing orientation" describes a company's approach to using the “promotional mix” strategically to appeal to consumers by producing and conveying value. It has also been described as a “value-driven multi-layered functional strategy” that may launch several “marketing-related” organizational activities (Kozielski, 2019). As per Bernstein (1984), a company's marketing orientation is a reflection of how the company's different departments are geared toward the marketing function. As a strategy to controlling the “value-driven market-oriented promotional mix”, marketing orientation is discussed by Lambert et al. (2000) in the context of B2B marketplaces. Customers, rivals, conflicts, and relationships are all aspects of the market-oriented promotional mix that have been identified in the literature (Srivastava et al., 1998). The idea of market orientation as the philosophical underpinning embraced by businesses for sustained expansion is borrowed from both marketing and organizational studies for this investigation.

Hypothesis 1: The marketing efforts put out by a company are influenced by the value of its brand via (i) “customer management” (CM), (ii) “competitor management” (CPM), (iii) “conflict management” (CFM), and (iv) “relationship management” (RM).

Competitiveness in Branding (BC)

The competitiveness of a brand is defined as "the situation in which a brand successfully satisfies its customers through brand value, and positions itself competitively in a marketplace" by Winzar et al. (2018). One definition of brand competitiveness comes from Tong and Wang (2011): "the degree to which a brand can compete successfully in a given market by differentiating itself from other brands on the basis of internal features, external image, and regional characteristics." Brand competitiveness, as defined by Biaowen (2014), is the sum of a company's market share and its ability to generate value for consumers. Bharadwaj et al. (1993) state that when a corporation makes use of a brand's special marketing skills and resource management capabilities, it improves the company's bottom line.

Managers of brands may provide their firms a competitive edge by combining marketing and operations strategically (Hensel, 1990).

Hypothesis 2: The greater the brand value, the higher the brand competitiveness ("creation of value" (COV), "creation of demand" (COD), "deliver of value" (DOV), "deliver of demand" (DOD)).

Study Objectives

- To understand the association between BV, Marketing Orientation and Brand Competitiveness towards organic products
- To understand the influence of BV on Marketing Orientationand Brand Competitiveness towards organic products

Conceptual Framework

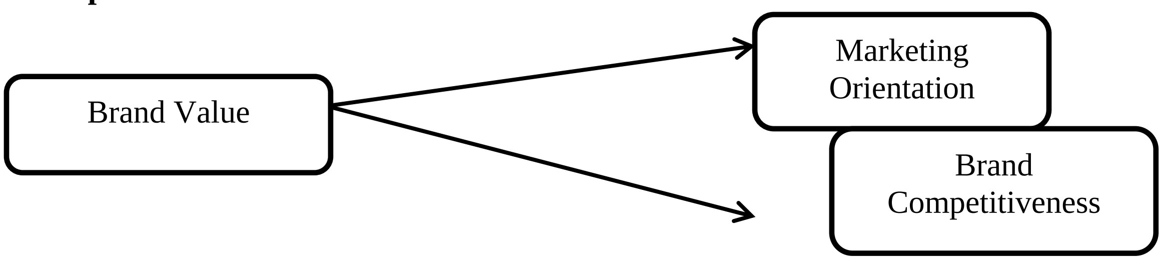

Figure 1: Conceptual Model

Research Design

The research design is descriptive in nature. The questionnaire has been self-prepared based on the literature review. The questionnaires were administered to 200 consumers including across Bangalore. The questionnaire was shared both in person as well in the form of a Google form to obtain the data. Once the data was gathered, responses were tabulated and data analysis and interpretation was done using SPSS package.

Sources of data collection

Primary Data

Primary data was collected from the respondents using survey method with the help of structured questionnaire. The scales used to measure Brand Value were the 3-item "Brand Emotional value scale" developed by Parment(2008), "Rational Brand value scale" developed by Strach & Everett (2006), "Brand Operational value scale" developed by Schau et al. (2009). Each item is measured using a 5-points Likert scale ranging from SD to SA. Cronbach alpha = 0.815. The scales used to measure Marketing orientation were "Customer management scale" developed by Jaworski and Kohli (1993), "Competitor management scale" developed by Miles et al. (2006), "Conflict management scale" developed by Randel and Jaussi (2003), "Relationship management scale" developed by London & Hart (2004). Each item is measured using a 5-points Likert scale ranging from SD to SA. Cronbach alpha = 0.846. The scales used to measure Brand Competitiveness were"Creation of Value scale" developed by Amit & Zott (2001), "Creation of demand scale" developed by Payne et al. (2006), "Deliver of value scale" developed by Amit & Zott (2001), "Deliver of demand value scale" developed by Amit & Zott (2001). Each item is measured using a 5-points Likert scale ranging from SD to SA. Cronbach alpha = 0.828.

Secondary Data: Information from secondary sources like journals, research papers, magazines, would also be considered for the study.

Results

Respondent's Profile

The sample comprised of 66 per cent females and 34 per cent males. Almost 40 per cent of them were between the age group of 18 to 30 years while 60 per cent of them were between 30 and 50 years of age. 30 per cent of the respondents were self-employed while the remaining 70 per cent of them were private sector employees.

Table 1: Correlation between Brand Value, Marketing orientation&Brand competitiveness

	EBV	RBV	OBV	CM	CPM	CFM	RM	COV	COD	DOV	DOD
EBV	1										
RBV	.341	1									
OBV	.232	.242	1								
CM	.144	.424	.272	1							
CPM	.233	.249	.252	.362	1						
CFM	.372	.261	.368	.251		1					
RM	.426	.337	.314	.253	.144	.424	1				
COV	.141	.426	.233	.379	.233	.249	.252	1			
COD	.352	.368	.382	.478	.372	.261	.368	.467	1		
DOV	.263	.472	.429	.247	.426	.337	.314	.388	.382	1	
DOD	.364	.256	.472	.490	.141	.426	.233	.472	.429	.247	1

From the above correlation table, it can be seen that there is a noteworthy association between all the variables of the study. All the factors of BV namely "emotional", "rational" and "operational" have a significant positive association with the factors of marketing orientation namely "customer management", "competitor management", "conflict management" and "relationship management". All the factors of BV also have a noteworthy positive association with the factors of brand competitiveness namely "creation of value", "creation of demand", "deliver of value" and "deliver of demand".The Pearson's correlation coefficients were found to be significant at 1 per cent significance level.

Hypotheses

H1: The marketing efforts (MO) put out by a company are influenced by the value of its brand through (i) "customer management" (CM), (ii) "competitor management" (CPM), (iii) "conflict management" (CFM), and (iv) "relationship management" (RM).

H2: The greater the brand value, the higher the brand competitiveness ("creation of value" (COV), "creation of demand" (COD), "deliver of value" (DOV), "deliver of demand" (DOD)).

When regression analysis was done to determine the influence of the factors of BV on marketing orientation, the R^2value was found to be 0.421 for EBV, 0.373 for RBV and 0.259 for OBV. Hence 42.1 per cent of variance in marketing orientation of individuals was attributed to EBV factor of BV, 37.3 per cent of variance in marketing orientation was attributed to RBV factor of BV, and 25.9 per cent of variance in marketing orientation was attributed to OBV factor of BV. This indicates that the EBV factor of BV seemed to have the greatest influence on marketing orientation.

Similarly when regression was carried out to understand the extent of influence of BV on Brand competitiveness (BC), the R^2value was found to be 0.451 for EBV, 0.473 for RBV and 0.359 for OBV. Hence 45.1 per cent of variance in brand competitiveness was attributed to EBV factor of BV, 47.3 per cent of variance in BC was attributed to RBV factor of BV, and 35.9 per cent of variance in BC was attributed to OBV factor of BV. This indicates that the RBV factor of BV seemed to have the greatest influence on BC.

Table 2: Regression Analysis indicating Model Summary, ANOVA and Coefficient values

Hypotheses	Depiction	R^2	F (ANOVA)	Sig.	T	Sig. (Coeff.)	Decision
H1a	EBV→MO	0.259	86.831	.000	17.657	.000	Accepted
H1b	RBV→MO	0.289	88.551	.000	16.527	.000	Accepted
H1c	OBV →MO	0.343	125.875	.000	15.251	.000	Accepted
H2a	EBV→BC	0.411	111.125	.000	85.254	.000	Accepted
H2b	RBV→BC	0.229	86.831	.000	17.657	.000	Accepted
H2c	OBV→BC	0.269	88.551	.000	16.527	.000	Accepted

Discussions

In the above correlation and regression analysis, the association and influence of the BV on marketing orientation and BC of organic products was analysed.

According to Gummesson (1991), a brand's customer management capability is the sum of the efforts of the company's professional marketers and the amateur, part-time marketers who are all a part of the company's effort to create value for its consumers. Gummesson (1991) argues that part-time marketers are vital to the success of businesses by providing services, marketing, and quality management resources. According to Miles et al. (2006), competition management is an entrepreneurial talent that can be developed by learning about the needs of consumers and businesses and using that knowledge to provide them with better service. Snoj et al. (2007) observed that in business-to-business marketplaces, consumers use BV to advocate for the brand and compete with rivals. Competitors' promotional efforts may be neutralized and effective competition management can be achieved by brand managers' creative development of marketing-oriented promotional programs that build on a firm grasp of the brand's value. Conflict management in the "cross-functional integration" of organizational activities is crucial for customer satisfaction since various departments typically have different priorities and preferences for their own performance (Randel et al., 2003). Conflict and dysfunctional circumstances should be minimized, and cross-functional teams should be encouraged to work together to protect brand value. In their "communication-based relationship marketing model", Duncan et al. (1998) argue that communication may foster customer loyalty by increasing the perceived value of a brand in the eyes of its target audience and making the target's offerings easier to compare to those of its rivals. Strategic customer relationship management is essential in today's competitive corporate environment (Doyle, 2001). Managers of brands and their business clients may work together more easily if brands provide several benefits to the client company. Relationships between brand managers and their business clients that are built on the brand's value are more likely to foster meaningful interactions and, internally, to speed up the co-creation of tailored marketing-focused activities. Tong and Wang (2011), for example, define brand competitiveness as "the degree to which a brand can compete successfully in a given market by differentiating itself from other brands on the basis of internal features, external image, and regional characteristics." Biaowen (2014) offers a similar definition of brand competitiveness: it is the combination of a company's market share and its capacity to provide value for customers that contributes to the development of its reputation. According to Bharadwaj et al. (1993), a company's bottom line benefits when the brand's unique marketing abilities and resource management tools are leveraged to increase the company's overall performance.

Implications

In addition to the money spent on branded items, business customers sometimes see the time and energy required to handle brand-related activities as a separate investment. Given the investment made by corporate clients in the brand's relationship, it's crucial that the brand itself create and convey value and competitiveness in the market.

As a result, there are significant theoretical and practical implications. To begin, the major driver of brand rivalry is not brand value but rather brand differentiation. For this reason, it is recommended that brand managers put money into activities that highlight the brand's benefits and unique selling points to B2B clients. Second, the company's brand competitiveness may improve if it works to strengthen its strategic (operations) focus. Brand managers and operations managers need to work together to build the company's systems for dealing with customers and rivals, as well as its protocols and capabilities for handling external relationships and disagreements or disputes, if they want to turn the company's brand value into brand competitiveness. Therefore, it is essential that brand managers consistently evaluate the success of their marketing orientation processes and activities, and look for ways to further optimize these initiatives.

Conclusion

The study's authors argue that the framework they've developed may help brand managers succeed in highly competitive marketplaces. It tells them what they need to do to make their brand competitive by boosting the confidence of their business customers in the brand's capabilities. The results might be interpreted to suggest that a well-managed brand's marketing efforts will inspire loyal brand loyalty among business customers. This may, for instance, provide the company the assurance it needs to start selling its products in untapped domestic or international markets. At the same time, this research helps brand managers coordinate their strategic choices on the development and distribution of brand value to customers with the brand's operational processes.

Moreover, the work offers a new foundation to inspire researchers to go deeper into the intricate structure of the conceptualized linkages, opening up a promising new route for future empirical inquiry. This study has laid the groundwork for further investigation into the interplay between marketing focus and operational strategy in the context of business clientele. To bolster brand competitiveness, it has conceptualized the impact of brand value (emotional, logical, and operational) on marketing and strategic orientation of operations. Our findings challenge conventional wisdom regarding the significance of marketing and strategic focus in establishing a brand's competitive advantage within the framework of brand value and brand distinctiveness. Scholars interested in this area of study should look at how brand loyalty, the most important factor in commercial partnerships, might be influenced by brand rivalry in the future. In a market where numerous brands compete for a part of the consumer market through business customers who engage with the consumer on behalf of the brand, building loyalty among business-to-business clients is crucial for brand managers.

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