



The Brand Values Development from The Customer Perspective in Sports Apparel Business in Thailand.

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Abstract

This study aimed to develop a framework for brand value development in the sports apparel industry in Thailand, specifically from the perspective of customers. A mixed-methods approach, utilizing both quantitative and qualitative research methods, was employed. The quantitative research was conducted to investigate the causal and outcome relationships among market-orientation factors, corporate transparency, and customer-perspective brand equity. A questionnaire survey was administered to 376 registered sports apparel businesses in Thailand. Additionally, qualitative research was conducted through phenomenological methods, using in-depth interviews with industry experts. The validation and confirmation of the in-depth interview results were performed through a group discussion with the committee on the sports industry within the Federation of Thai Industries, comprising three industry professionals and two academic experts in sports business management. The collected data were analyzed using confirmatory factor analysis and structural equation modeling techniques.

The study examined the relationship between market orientation, corporate transparency, and brand value in the context of the sports apparel business in Thailand. The results revealed that market orientation exerted a direct influence on brand value from the customer perspective, while exerting an indirect influence through corporate transparency as perceived by customers. Moreover, market orientation was found to have a direct influence on corporate transparency from the customer perspective. Additionally, corporate transparency from the customer's point of view was identified as a crucial factor in determining brand value from the customer's point of view. The statistical analysis confirmed that the hypothetical model was consistent with the empirical data. Specifically, the χ^2 value was 53.65, the p-value was 0.08, the χ^2/df was 0.84, the GFI was 0.96, the AGFI was 0.97, and the RMSEA was 0.01. These results underscore the significance of corporate transparency and market orientation for enhancing brand value in the sports apparel industry of Thailand. The findings have practical implications for business managers in this sector and suggest that they should prioritize market orientation and corporate transparency to boost brand value and enhance customer satisfaction.

Keywords: market orientation, corporate transparency, brand value

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1. Introduction

According to [1], the sportswear industry in Thailand has demonstrated a steady growth trend between 2017 and 2022, with sports apparel sales exhibiting an average growth rate of 4% per annum. Additionally, the market size of this sector has shown an upward trend, expanding by up to 6.8% per annum. Such growth trends suggest that consumer behavior in the sportswear industry has undergone significant changes. A study conducted by [2] revealed that customers' consumption behavior in the sports apparel business in Thailand has been influenced by several factors. First, sports apparel is increasingly becoming a part of everyday life. Secondly, the importance of sustainability has increased, with consumers expecting brands to prioritize environmental sustainability in their production processes. Thirdly, online shopping

has become a pervasive aspect of daily life, prompting sports apparel businesses to increase online sales by selling directly to customers. Lastly, online social group influencers have become more influential in consumers' purchasing decisions by creating trust and confidence in their followers.

The sports apparel industry is currently facing various competitive challenges such as the influx of new market players, trade relief, and the integration of new technologies. In light of these challenges, businesses need to prioritize the development of brand value to ensure long-term sustainability. Several factors can impact the overall development of brand equity, including structural aspects, product and service quality, competitive positioning, technological planning, consumer demand, market orientation, and business performance [3]. To achieve sustainable brand value, it is crucial for businesses to study consumer behavior and continually enhance their performance. The concept of business performance development aims to promote continuous data monitoring and utilize data to improve

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business performance in response to changing market dynamics [4]. Moreover, businesses need to focus on competency development to sustainably compete and elevate their brand value.

According to [5], the sports apparel industry has undergone significant expansion, resulting in increased competition. As a result, companies need to prioritize building brand credibility by creating and enhancing brand values that resonate with customers. These brand values can be measured through various factors, including the quality of products and services, brand awareness, and customer perceptions of brand loyalty and quality. These factors ultimately shape customer confidence and value in a particular brand. [6] suggested that businesses can develop brand value by focusing on the market and studying changes in customer behavior over time. The commercial use of this information is critical in adapting to changing consumer needs. From the customer's perspective, corporate transparency is also an essential element in building and developing brand value.

Therefore, the current study aims to investigate strategies for enhancing brand value from the perspective of customers in the sports apparel industry in Thailand. The findings of this research can serve as a valuable guide and provide practical implications for sports apparel businesses as well as other industries within the sports sector.

2. Objectives

1. To study the influence of market orientation, which has both direct and indirect effects on brand value from the perspective of customers in the sports apparel business in Thailand.

2. To investigate the direct influence of market orientation on organizational transparency from the customer perspective within the sportswear business in Thailand.

3. To examine the direct influence of corporate transparency from the customer perspective on brand value in the customer perspective within the sportswear business in Thailand.

4. To develop a relationship model between market orientation and organizational transparency from the customer perspective and brand value from the customer perspective within the sportswear business in Thailand.

3. Relevant Documents and Research Studies

Concepts related to market orientation

Customer orientation is the process of gathering information about customers in order to meet their needs. To effectively plan marketing strategies, organizations require customer information about their needs and preferences. A customer-centric approach necessitates an understanding of the entire customer

value chain, as well as its future trajectory [7]. In the sports apparel business, competitor orientation is essential to cultivate awareness of market information about competitors. It is imperative for organizations to comprehend both the short-term strengths and weaknesses as well as the long-term capabilities and strategies of current and future competitors, while also analyzing competitive factors that may influence future customer preferences and needs [8], [9].

Inter-functional coordination is an essential aspect of creating superior added value for customer needs beyond general marketing efforts. This approach involves every part of the organization in the production and delivery of products or services to customers, and emphasizes inclusivity and efficiency while adapting to human and other capital resources. Through this approach, businesses can create sustainable customer value [10]. Market orientation also involves the management of data collection to generate intelligence from various sources, not just limited to customer data. This broad perspective enables organizations to understand future customer needs and produce products or services accordingly [11], [12]. Effective intelligence dissemination and response to market needs requires genuine involvement with various departments in the organization. To adapt to market demands, organizations must communicate, distribute, and pass on market knowledge to relevant departments and individuals [7], [12].

The sportswear business also exhibits market orientation indicators characterized by market responsiveness, which pertains to the ability of organizations to respond to market information. This includes selecting target markets and designing and offering products or services that meet the current and future needs of customers [7], [11].

Concepts and theories related to corporate transparency

Corporate transparency is a fundamental principle in management that is accountable to both internal and external stakeholders. It encompasses the principles of legal and ethical business practices, including the disclosure and dissemination of accurate information. [13] posited that corporate transparency is a public relations strategy aimed at creating a competitive advantage, building relationships, generating customer and employee interest, and ultimately increasing profits for the organization. It also involves demonstrating a system of corporate governance that operates within the framework of legal requirements and accuracy, including the provision of publicly available information on business operations [14]. Additionally, corporate transparency aims to demonstrate fairness, efficiency, and accountability in corporate governance [7]. The decision-making processes of multinational NGOs are influenced by various factors such as political stability, related laws, and regulations [16].

According to [15], the implementation of business

transparency must consider the social and ethical aspects of corporate practices for the sake of stakeholders. This reflects a commitment to social responsibility and ethical business practices, as noted by [7]. Products and services in the business context are intangible assets that generate long-term value, and as observed by [14], an organization's reputation is built on its credibility in managing disclosure processes. Effective corporate governance standards are also essential in this regard, as highlighted by [16] who emphasized the importance of a clear regulatory framework.

In conclusion, the notion of corporate transparency entails the establishment of a robust and regulated system that encompasses information disclosure. This mechanism is put in place to manifest transparency, equity, and effectiveness in corporate governance and business operations, which allows for the participation of stakeholders in accessing information and being able to audit it in adherence to set standards.

Concepts related to brand value from the perspective of customers

According to [17], brand value represents a valuable asset from the customer perspective, which is linked to the brand name and symbol, adding value to both products and services for organizations and customers. This is consistent with [18] who claimed that brand value from the customer's point of view is derived from establishing a strong relationship with customers, leading to long-term market success for businesses. [19] contended that brand value from the customer perspective is established through brand awareness and significantly influences market activity of the product. Therefore, focusing on the customer perspective of brand value can provide a competitive advantage for the sports apparel business, generate cash flow for the organization, and create wealth for shareholders.

According to [20], brand value from the customer perspective is a crucial factor in creating organizational profitability in today's market environment. This concept relates to the perception of the brand image among customers, with the aim of creating a competitive advantage that generates wealth for shareholders. Brand value from the customer perspective consists of four key aspects, namely brand awareness, quality perception, brand connectivity, and advertising awareness. Empirical evidence has shown that these components of brand equity have a positive direct effect on both purchase intent and customer performance. In the context of the sportswear business in Thailand, [21] emphasized the importance of considering how the brand can add value to both products and services, as this can foster customer acceptance and long-term loyalty.

Thus, it can be inferred that the notion of brand value from the customer perspective centers on generating value for customers with regard to the quality of products and services, such that the brand becomes

the customer's preferred choice for purchase or utilization of services, notwithstanding the similarity in attributes with its competitors. This can be assessed by examining the elements of brand awareness, brand association, brand perception, and brand loyalty.

4. Development of Research Hypotheses

The relationship between market orientation and corporate transparency from a customer perspective and brand value from a customer perspective

[22] asserted that creating and cultivating brand equity from the customer perspective necessitates an understanding of the market and the establishment of customer trust through corporate transparency. To comprehend the market, it is necessary to comprehend customer behavior and needs in terms of information about competitors in the industry and the advent of new competitors. This information should be transformed into business knowledge to comprehend and acknowledge market changes, in order to respond to the market efficiently [21]. Furthermore, [23] demonstrated a correlation between market orientation and brand equity from the customer's viewpoint, emphasizing the importance of businesses having the ability to access and disseminate information effectively for use in long-term marketing planning. This aspect increases the brand value that the business aims to communicate to its customers, ultimately leading to greater visibility due to businesses possessing readily available and accurate information.

[24] argued that brand value creation and development are contingent on factors that promote customer trust, particularly with regards to the transparency of business operations. This is particularly relevant for sports industry businesses, as the level of organizational transparency can influence customer perceptions of the popularity of the sport. [25] similarly emphasized the importance of market orientation, which involves understanding competitors and effectively managing marketing information to increase credibility in the quality of products or services. By promoting corporate transparency, businesses can establish trust and acceptance among customers, which can increase the credibility of their brand in terms of quality and responsibility towards stakeholders [9]. Given these factors, the researcher has established the following hypothesis.

Hypothesis 1 (H1): Market orientation has a direct influence on the development of brand value from the customer perspective. Moreover, it also has an indirect effect on customers' brand value through the means of corporate transparency from the customer perspective.

The relationship between market orientation and organizational transparency from the customer perspective

[26] described the market-orientation process as one in which businesses prioritize both internal and external stakeholders to establish customer trust and acceptance, ultimately resulting in greater transparency in business operations. Similarly, [15] viewed a market-oriented approach as the process of obtaining and disseminating information for marketing planning, which impacts the ethics of business operations, including information disclosure and the establishment of reliable systems for data protection. In relation to corporate transparency, [7] emphasized the importance of focusing on customers and competitors and demonstrating transparency in business operations to maintain standardized key information, while [9] highlighted how corporate transparency in the sports apparel industry reflects ethical and social responsibility in business operations, and how businesses can operate under good governance while responding to the market.

A thorough examination of the literature revealed that the connection between market-oriented, customer data acquisition, and competitors necessitate a cohesive effort within the organization for effective data management, while considering the transparency of business operations [27], [28]. Given these factors, the researcher has established the following hypothesis.

Hypothesis 2 (H2): The market orientation directly influences the transparency of the organization from the point of view of the customer.

The relationship between corporate transparency from a customer's perspective and brand value from a customer's perspective

[29] have elucidated that organizations can establish a supervisory system for their operations based on governance principles, which can build customer trust and create a positive image of the organization, reflecting confidence in their products and services. Implementing control systems in business operations has been noted by [14] and [25] as a means of reducing operational bias and improving stakeholder fidelity compared to human control. However, such systems must adhere to clear operating standards and be subject to continuous supervision to ensure compliance. Furthermore, corporate governance standards should be developed in accordance with the principles of good governance in business operations and updated in a timely manner. This is in line with [7] who demonstrated the business's sincerity towards stakeholders. Developing and implementing robust systems and standards in business operations can create credibility for the business and its products, ultimately adding value [30]. This can enhance customers' perception of the quality of products and services, leading to loyalty towards both the business and its brand. [31] explained the importance of credibility in the sports industry as directly and indirectly creating value for the industry. [32] Credibility is a key factor reflecting the transparency

of activities in the sports industry.

[33] discussed how brand value in the sportswear industry is perceived by customers as a reflection of good governance and product quality that meets their needs. To establish brand awareness, building a favorable image of the organization is a prerequisite. [21] highlighted the importance of transparency in the sports industry that communicates product and service quality to customers, thereby fostering long-term loyalty. According to [9], trust is generated from the customer's perspective by the business's representation and communication, which includes accurate disclosures. A concrete system that manages and controls business operations while maintaining standardized practices that adjust to changing business environments further strengthens the client's trust in the business. Given these factors, the researcher has established the following hypothesis.

Hypothesis 3 (H3): Corporate transparency from the customer perspective has a direct influence on the brand value from the customer's perspective.

5. Method to Conduct the Study

This study employed a mixed-methods approach, incorporating both quantitative and qualitative research methods. The primary research method was quantitative, focusing on establishing causal relationships between variables. In addition, qualitative methods such as in-depth interviews and focus groups were utilized to gain a deeper understanding of human experiences and phenomena. These methods were used to supplement and clarify the findings of the quantitative research [34], [35]. The study focused on a sports apparel business organization in Thailand as the unit of analysis.

Population and sample selection

In the quantitative research, the sample group consisted of sports apparel businesses in Thailand that were registered with the DBD [36], amounting to 376 places with business owners, executives, or managers as units of analysis. The sample size was determined using the criterion of samples per observable variable, which should not be less than 15:1 [37]. As there were 12 variables observed in this study, the sample size was determined to be no less than 180 samples.

The key informants for the qualitative research were selected through purposive sampling method, using in-depth interviews, non-participant observation, and focus group discussions. The key informants were chosen based on their experience and ability to provide insightful interpretations [35]. The sample group included the Federation of Thai Industries garment industry group, which oversees members in the sports apparel industry in Thailand. The group consisted of 5 members, including 3 members of the Council of Sports Apparel Business Council, selected based on

their experience in the sports apparel business and academic performance in sports management, and 2 academics in sports business management, chosen based on their experience in sports business and academic performance in sports management. The purpose of the sampling was to obtain accurate and diverse information for further research conclusions [38].

6. Research Results

Analysis variables multicollinearity

Upon analyzing the correlation coefficient between the observed variables, it was observed that all pairs of observed variables showed a positive relationship with statistical significance at the 0.01 level. Additionally, none of the observable variables had a high correlation ($0.6 < r < 0.8$), and only a moderate correlation was observed ($0.4 < r < 0.6$) between 24 pairs of observed variables. Meanwhile, 42 pairs of observed variables showed low correlation ($r < 0.4$). The highest correlation was observed between organizational coordination (MKTOR3) and information distribution (MKTOR5) with a correlation coefficient of 0.590, while the lowest correlation was observed between competitive orientation (MKTOR2) and diffusion (MKTOR5) with a correlation coefficient of 0.215. Overall, the correlation coefficient between all pairs of observed variables did not exceed 0.80, indicating that the observed variables were not highly correlated, and multicollinearity was not an issue. Thus, it is appropriate to analyze the correlation model as all observed variables belong to a common constituent.

Analysis results of the quantitative data

The present study aimed to investigate the causal relationship model of brand equity development from the perspective of customers in the sports apparel industry in Thailand. To evaluate the fit between the proposed model and empirical data, the researcher employed several statistical indices, including Chi-squared (X^2), Relative Chi-squared (X^2/df), Comparative Fit Index (CFI), Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), and Root Mean Square Error of Approximation (RMSEA). The findings revealed that the proposed model demonstrated an acceptable level of fit with the empirical data. However, to ensure a better fit, the researcher performed model modification by referring to the Model Modification Indices (MI) and adjusting the model parameters accordingly. This process involved relaxing the initial constraints to permit a more significant movement among the parameters until the concordance index aligned with the empirical data. The results of the model modification demonstrated a better fit between the model and the data, providing support for the revised conceptualization.

The results indicated a high level of consistency between the proposed model and the empirical data, as evidenced by a non-significant chi-square value of

53.65 with a p-value of 0.08, a relative chi-square value of 0.84, a perfect CFI score of 1.00, a high GFI score of 0.96, a good AGFI score of 0.97, and a low RMSEA value of 0.01. These findings support the validity of the proposed model for developing brand value in the sports apparel industry from the perspective of customers. Moreover, the study provides insights into the causal relationships among various factors, including sports resources, guidelines for organizing national sports events, and the added value of the sports industry in Thailand. These details are presented in Figure 1.

The results can be summarized according to the research hypotheses as follows:

Hypothesis 1: This study investigated the direct and indirect effects of six market-focused elements, including customer orientation (MKTOR1), competitor orientation (MKTOR2), organizational coordination (MKTOR3), data management (MKTOR4), information distribution (MKTOR5), and market response (MKTOR6), on brand value from the perspective of customers in the sports apparel business in Thailand. Specifically, the study examined the mediating role of organizational transparency in this relationship, which was operationalized through the constituents of disclosure (TRANS1), having a clear regulatory system (TRANS2), and having standards in corporate governance (TRANS3). The findings revealed that market orientation (MKTOR) had a significant positive direct effect on brand equity from the customer perspective (VALUE), with a direct effect value of 0.23. Furthermore, market orientation indirectly influenced brand value through organizational transparency, with an indirect effect value of 0.61. The total effect of market orientation on brand value was 0.84, with a statistically significant level of 0.05, which supported Research Hypothesis 1.

Hypothesis 2 : The present study investigated the direct effect of market orientation on organizational transparency from the customer perspective in the context of the sports apparel industry in Thailand. The results indicated that market orientation (MKTOR) had a significant positive direct effect on organizational transparency from the customer perspective (TRANS), with a direct effect value of 0.67. The total effect of market orientation on organizational transparency was also 0.67, with a statistically significant level of 0.05, which supported Research Hypothesis 2.

Hypothesis 3: The current study examined the direct effect of organizational transparency from the customer perspective on brand equity in the context of the sports apparel industry in Thailand. The findings revealed that organizational transparency in the customer perspective (TRANS) had a significant positive direct effect on brand equity in the customer perspective (VALUE), with a direct effect value of 0.61. The total effect of organizational transparency on brand eq-

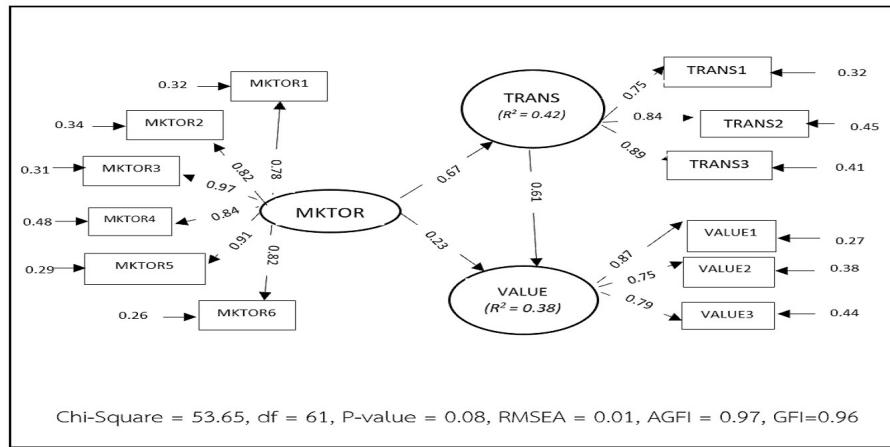


Figure 1: Analysis of the goodness of fit index of the model

uity was also 0.61, with a statistically significant level of 0.05, which supported Research Hypothesis 3.

7. Qualitative Analysis Results

Interview results revealed that the research employed a phenomenological methodology for the qualitative data analysis. The sample was purposively selected. There three experts from sports industry council committees and two experts with relevant experience and expertise in sports business management. These five key informants met the criteria of having relevant experience and expertise in sports business management. The purposive sampling technique was used to ensure the credibility of the data sources [35]. The data was collected through in-depth interviews, which were conducted face-to-face, allowing for follow-up questioning to obtain more precise and detailed answers. In addition, non-participant observation was used to gather comprehensive information. The researcher also requested additional information from the key informants to ensure the accuracy of the data. The semi-structured questions covered various aspects of the current context and situation of the sports apparel business in Thailand, including market orientation factors, corporate transparency from the customer's perspective, and creating brand value from the customer's perspective of sports apparel in Thailand.

Situations of sports apparel business in Thailand

The sports apparel business in Thailand represents a significant segment of the sporting industry that receives ample support from multiple sectors, including the government and the Federation of Thai Industries. Furthermore, the Department of International Trade plays a critical role in promoting the export of Thai sports apparel, thereby expanding the market to foreign countries. Presently, the Thai sportswear industry is experiencing continuous growth, driven by a more open market and increased focus on consumers' physical and mental-wellbeing. The heightened awareness

of the importance of health has resulted in the growing popularity of exercise and sports, leading to the expansion of the sports apparel business in Thailand.

Market orientation of sports apparel business in Thailand

The sports industry is currently experiencing intense competition, with new competitors emerging domestically and internationally to invest and operate in Thailand. Moreover, due to the increasing emphasis on health and fitness, the industry is expanding rapidly and is highly dynamic.

Market orientation is a crucial factor in understanding and navigating the complex market dynamics of the sports industry. This involves gaining an in-depth understanding of customers' consumption behavior, which has changed significantly both before and after the COVID-19 outbreak. Additionally, businesses must acquire sufficient information about competitors to make informed decisions and plan effective business operations. Furthermore, internal processes must foster cooperation within the organization, and effective information management systems must be in place to facilitate timely responses to market changes.

Corporate transparency from the customer perspective of sports apparel in Thailand

Corporate transparency from the perspective of customers is a vital concept in the realm of business, as it indicates the extent to which organizations value their clients' input in their operations. It also reflects the level of credibility and confidence that customers have in the business. This is only possible when the organization provides accurate and truthful information about its operations, which is accessible to the public, and when it adheres to ethical principles and good governance practices. A clear system for supervising business operations is also essential, to control any misconduct and minimize damage for both executives and employees. This includes a standard for conducting business that is fair and equitable to all stakeholders, enabling efficient measurement and comparison of

operations under the corporate governance system.

Corporate transparency also plays a significant role in building confidence among existing and potential customers. It enhances customer trust and perception of the organization, serving as a public relations strategy to establish credibility and influence customer purchase decisions. By prioritizing stakeholder interests and considering the public's benefits, the organization demonstrates its commitment to honesty and good governance practices, thereby reinforcing its corporate values.

In contemporary business, corporate transparency is an essential strategy for competition, in addition to value creation through differentiation and cost competition. It also underscores the significance of building trust through transparent operations and governance, reinforcing the organization's reputation and competitive advantage.

Results of market orientation and corporate transparency on brand value from the customer perspective

Brand equity comprises two main perspectives, namely the non-customer and the customer perspective. However, businesses must give equal attention to both groups to create a unified view of brand value. This is commonly referred to as customer perception of the brand or customer perception. By making customers aware of the value that a business provides through its products, the brand becomes strengthened due to the confidence that customers have in both the product and the brand. It is essential that the value of the product originates from the product itself, which ultimately leads to brand acceptance.

The value of a product is determined by its ability to cater to the present and future needs of customers. This entails addressing their prevailing concerns or creating novel demands that offer long-term value. Achieving this necessitates a deep understanding of the market dynamics and obtaining reliable market information. Additionally, establishing stakeholder confidence is crucial to foster trust and instill faith in purchasing and consuming the product. This holds special relevance in the sportswear business, where the customer's trust can only be won through product trials. Therefore, the parameters that influence the initial purchase hold significant importance, with brand credibility playing a pivotal role in shaping stakeholder trust in the business.

In order for a business to effectively comprehend the market, a comprehensive understanding of the customers, competitors, and internal management of information is paramount. Establishing trust and fostering transparency within the organization are crucial factors in building a positive relationship with stakeholders. This includes disclosing relevant information to assist customers in making informed decisions and acknowledging the value proposition of the product. Adherence to good governance practices is

not only consistent with ethical business practices, but also contributes to enhanced monitoring of business operations and the promotion of stakeholder interests. These aspects collectively contribute towards the creation of brand value as perceived by the customers.

Confirmation of findings from focus group discussions

The efficacy of qualitative research and interviews was substantiated through focus group sessions involving key informants with specialized knowledge and experience in the sports apparel industry in Thailand. The focus group comprised the same individuals as those interviewed in-depth. The congruence between the outcomes of the focus group discussions and the in-depth interviews indicates a market-oriented approach that prioritizes customer data, competitor analysis, and efficient data management. These strategies have contributed to enhancing brand value by fostering trust in the organization's transparent operations that acknowledge stakeholder interests through effective corporate governance and standardized business operations. These practices have bolstered confidence in the brand and the product, leading to increased credibility in the business operations.

The informant group discussions yielded valuable recommendations to leverage the findings of this research for the betterment of the sports apparel industry in Thailand. These include the dissemination of research outcomes through diverse communication channels, the development of management manuals, and organizing training programs in collaboration with educational institutions and sports business entities in Thailand. Additionally, the informants who participated in this study can serve as role models for effectively applying the research outcomes in their respective organizations.

8. Conclusion and discussion

[39] argued that customer engagement, competitor analysis, and effective management of data collection and distribution are critical for achieving brand value in business. This viewpoint is consistent with the findings of [40] who posited that the correlation between market understanding and business credibility serves as a significant variable for creating and sustaining brand loyalty. This relationship is characterized by a deep understanding of market dynamics and fostering brand credibility through fulfilling market needs or creating novel demands. The outcomes of this study reinforce this notion, revealing a strong association between Market Orientation, organizational transparency, customer perspectives, and brand equity in the sports apparel business in Thailand.

[41] highlighted the positive relationship between market orientation and corporate transparency from the customer's viewpoint, which can enhance the value of both the business and brand. In the context

of marketing management, [4] contended that market access is a critical factor that enables firms to acquire precise and reliable marketing intelligence, which can be utilized to formulate effective business strategies based on good governance principles that consider the interests of stakeholders. Such an approach can foster trust between businesses and customers and engender long-term confidence in the organization's operations and product. The study finds a positive relationship between market orientation, corporate transparency, and brand value from the customer perspective in the sports apparel business in Thailand. This aligns with the variable-driven approach that emphasizes the understanding of the market and customer needs to build trust and create customer value for the brand [27]. The study highlights the importance of accessing customer data for developing and building trust in line with the principles of corporate transparency. It also emphasizes the need to disseminate information while safeguarding the privacy of informants and closely monitoring the use of information [42]. These findings are consistent with [41], showing that a business that is attentive to the market must closely supervise the use of market data to ensure effective and responsible governance. The study by [23] reinforces the significance of customer orientation, competitor orientation, internal coordination, data collection management, and information distribution for market response and the transparency of the organization from the customer's perspective.

According to [33], the brand value of sportswear businesses as perceived by customers reflects the effectiveness of business management, which instills confidence in both product quality and good governance practices that take into account the interests of consumers. The creation of brand awareness necessitates the cultivation of a positive image of the sportswear organization that prioritizes transparency and effective communication of product and service quality to customers, thereby fostering long-term loyalty. From the customer perspective, trust is generated by the authenticity and integrity of the business, as emphasized by [9]. Corporate transparency serves as a manifestation of a business commitment to honesty and ethical conduct towards all stakeholders.

9. Suggestion

Future research could further advance the conceptual framework presented in this study by incorporating additional control variables that are clearly delineated, such as the size of the business and the characteristics of operators who organize sporting events in diverse formats. This may facilitate the testing of potential variations in market orientation and organizational transparency, as perceived by customers, that could affect brand value in the context of sports apparel business in Thailand.

This study explicates the theoretical foundations and constructs pertaining to market orientation and organizational transparency as perceived by customers with regard to the augmented value of Thailand's sports sector. Although this research offers insightful contributions to this domain, it is pertinent to acknowledge that there exist other concepts that may be germane and could be incorporated in future studies that explore the genesis of value addition in the sports industry.

It is evident that the findings of this study hold significant implications for various stakeholders, including the industry, businesses, and related industry groups such as the Sports Authority of Thailand and Sports Association. The outcomes of this research can assist in creating value for products or services, ultimately leading to macro-level benefits for the overall sports industry sector in Thailand.

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