RESEARCH ARTICLE

The Development of Brand Equity Measurements for Competitiveness of Thai canned tuna and shrimp in Consumers-Perspective

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Abstract

The study aimed to develop a precise measurement of brand equity for the Thai seafood industry, specifically focusing on canned tuna and shrimp products, from a consumer perspective. It utilized a comprehensive mixed-methods approach that combined qualitative interviews with experts and a quantitative survey of 500 consumers, following Churchill's recommendations. The structural validity of the research variable measurement was tested. Research Findings: The study revealed a consumer-oriented brand measurement model comprising four key components: brand loyalty, brand awareness, brand perceived quality, and brand association. This model provides valuable insights for assessing and generalizing brand equity within the Thai canned tuna and shrimp market. Theoretical Contribution/Originality: This research contributes significantly by offering a reliable measurement of brand equity for canned tuna and shrimp brands in Thailand. The comprehensive model, encompassing brand loyalty, awareness, perceived quality, and association, holds practical implications for marketers and practitioners aiming to enhance brand equity within the industry.

1. Introduction

The overall performance of Thailand's seafood industry shows a tendency for improvement, with exports of canned tuna and shrimp expected to increase accordingly. This trend aligns with the economic situation and consumer demand. However, the costs for entrepreneurs, such as imported raw materials, shipping expenses, and various service fees, are likely to remain consistently high, putting pressure on business operators' profit margins (SCB EIC, 2023).

Moreover, a study assessing brand equity management in processed food products, particularly canned tuna and shrimp, which are essential for daily consumption and widely used in the restaurant industry, highlights their substantial contribution to global economic value, generating billions of dollars annually (Department of International Trade Promotion, 2022). Evaluating the brand equity of canned tuna and shrimp from a comprehensive consumer perspective is valuable for identifying strong brands (Aaker, 1996), as brand equity plays a crucial role in formulating effective brand management strategies.

However, there is no standardized research instrument for evaluating the brand equity of Thai canned tuna and shrimp from the consumer perspective. Previous studies have applied the concept of Consumer Based Brand Equity (CBBE) to various fields, including consumer goods, industrial products, business services, and tourist destinations Chanprasit and Anantachart (2016). Nevertheless, the development of measurement tools that assess all four key elements, namely brand loyalty, brand awareness, brand perceived quality, and brand association, through rigorous qualitative and quantitative methods, including structural validity testing with advanced statistics, remains limited.

Few existing models measure brand equity in canned or processed tuna and shrimp products that fully encompass consumer perceptions. This research therefore extends Aaker's foundational framework to develop a

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more comprehensive model specifically suited to Thailand's canned tuna and shrimp industry, which represents a major export sector contributing significantly to the national economy.

Previous studies have developed brand value measurement tools for service industries Kannasuit and Anantachart (2017), the tourism sector Chanprasit and Anantachart (2016), and the hotel business So and King (2010). However, no prior research has focused on developing a brand equity measurement model specifically for canned tuna and shrimp products, despite their importance in the global market. Thus, this study aims to develop a reliable and precise measurement of brand equity for Thai canned tuna and shrimp from the consumer perspective. The expected outcome is a validated model that supports effective brand equity management and aligns with contemporary consumer perceptions and market realities.

2. Literature Review

In the era of globalization, business competition has intensified. This has led companies to focus on raising awareness and strengthening their brands, as a brand represents one of the most valuable intangible assets. Branding has therefore become a top management priority (Aaker, 1996). Aaker (1996) defined brand equity from a consumer perspective, known as Consumer Based Brand Equity (CBBE), as the set of all assets and liabilities associated with a brand name or symbol. Brand equity comprises five components: (a) brand awareness, (b) brand association, (c) brand perceived quality, (d) brand loyalty, and (e) other proprietary assets such as copyrights, patents, and trademarks.

Brand equity measurement from the consumer perspective adopts Aaker's (Aaker, 1996) concept, which includes four main components: (a) brand awareness, (b) brand association, (c) brand perceived quality, and (d) brand loyalty. Proprietary assets are excluded from measurement because they cannot be evaluated based on consumer opinion (Gartner and Ruzzier, 2010).

According to Keller (1993), brand awareness can be measured from the consumer perspective using both direct and indirect approaches. The indirect approach assesses the sources of brand equity, while the direct approach measures consumer responses to marketing programs. Businesses can use social media tools to promote their products and brands effectively, engage with customers, and gather feedback at minimal cost (Hanna et al., 2011). These platforms enable users to participate, share, and create diverse content such as banners, posters, videos, and advertisements. Consequently, many companies adopt social media as a strategic tool to enhance product promotion and increase brand awareness among consumers (Tritama and Tarigan, 2016).

Measuring brand awareness accurately reflects brand effectiveness. At the same time, strong brand recognition and a positive brand image significantly influence the organization's financial performance (Kim and Kim, 2004).

Keller (2002) conceptualized brand equity as comprising two key dimensions: brand awareness and brand association. Similarly, Aaker (1996) divided brand equity into five elements: brand awareness (BAW), brand perceived quality (PQ), brand loyalty (BL), brand association (BAS), and other proprietary assets such as patents and trademarks. Among these, only the first four components can be assessed based on consumer responses, while proprietary assets are evaluated through financial valuation (Barwise, 1993; Yoo and Donthu, 2001). A strong brand demonstrates positive equity, meaning consumers are highly aware of the brand, recognize its quality, and exhibit loyalty, all of which contribute to maintaining a favorable brand image.

In this study, the researcher applied Aaker's brand equity concept as the foundation for developing brand equity measurement metrics. The literature review revealed that most scholars and researchers have referred to and empirically tested this model in numerous studies (Tsordia et al., 2017; Brochado and Oliveira, 2018; Shaalan et al., 2020; Chakraborty and Bhat, 2017; Girard et al., 2016).

Therefore, Aaker's brand equity model was used to re-examine and validate brand equity metrics for canned tuna and shrimp products in Thailand, as illustrated in Fig. 1.

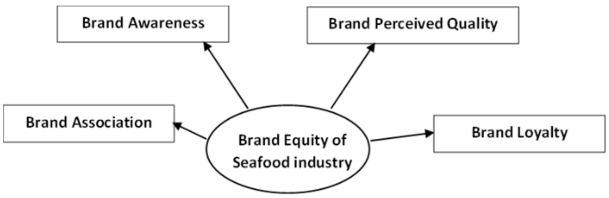

Figure 1. Conceptual Framework for Brand Equity (Aaker, 1996).

3. Research Methodology

The research employed a mixed methods approach, combining qualitative and quantitative research methodologies, following the recommendations of Churchill (Churchill, 1979). The qualitative research phase involved in-depth interviews to assess the content validity of the research model and the measurement of research variables. Subsequently, the quantitative research phase tested the construct validity of the research variable scales and the overall research model. Data collection was conducted using survey research methods, specifically through the administration of questionnaires. The research followed the mixed methods process outlined below.

Step 1: Literature Review and Question Preparation

A review of literature related to brand equity from the consumer perspective was conducted. Questions were prepared by nine experts as tools for in-depth interviews. Based on David A. Aaker's concept of brand equity, four components were defined: (1) brand loyalty, (2) brand awareness, (3) brand perceived quality, and (4) brand association. Indicators were identified to measure observed variables by formulating rating scale questions related to brand equity measurement for Thai canned tuna and shrimp products, using a five-point rating scale.

Step 2: Content Validity

Content validity focused on verifying the research model's coverage, suitability of indicators, and clarity of language used in the indicators measuring research variables. Five academics in relevant fields reviewed and refined the indicators used for evaluating research variables after receiving information from experts. The quality of the questionnaire was assessed by calculating the Item Objective Congruence (IOC) index, which measures the consistency between the questions and the research objectives. The acceptance criterion required a score greater than 0.50 (Silpchalu, 2020).

Step 3: Indicator Modification

Indicators from *Step 2* were revised based on expert feedback to ensure accuracy, clarity, and relevance to the study objectives.

Step 4: Tryout Phase

The revised questionnaire from Step *Step 3* was pretested on a sample group of 30 participants who shared similar characteristics with the target sample. This sample size was considered acceptable for preliminary testing. The correlation coefficient (Corrected Item-Total Correlation) was used to analyze the results, while the reliability of the questionnaire was determined using Cronbach's alpha coefficient (Silpchalu, 2020) through a standard statistical analysis program.

Step 5: Survey Research

A full survey was conducted with a sample of 500 respondents. The population in this study comprised Thai consumers who had experience purchasing and consuming Thai canned tuna and shrimp. The sample size was determined according to structural equation model (SEM) analysis criteria, where 500 samples represent a very good level of adequacy (Comrey and Lee, 2013).

Step 6: Research Instrument Development

Data were analyzed to develop reliable and precise brand equity measurements for Thai canned tuna and shrimp from the consumer perspective. The developed model was also evaluated for its conformity with empirical data. Confirmatory Factor Analysis (CFA) was performed to test construct validity and verify consistency between theoretical and empirical data for Thai canned tuna and shrimp brands (Jr. et al., 2017), using an advanced statistical analysis program for social sciences.

A harmonization test between theoretical and empirical models was performed using the AMOS software package. The model required configuration and adjustment of all latent variables to achieve completeness. Model fit was evaluated until each latent variable and its components were consistent with empirical data and met all model fit criteria. The observed variables used were based on a five-point rating scale (Jitprapai et al., 2022).

The model was refined according to modification indices (M.I) suggested by Arbuckle (2016). Adjustments were made by examining theoretical justifications and empirical outputs to eliminate unsuitable observed variables sequentially. The model was repeatedly reprocessed until the final structural equation model achieved complete consistency with the empirical data. To ensure the developed model's consistency with empirical findings, it was evaluated according to four widely accepted criteria for model fit assessment, as suggested by Arbuckle, shown in Table 1.

Table 1. Criteria for evaluating model concordance.

Evaluating the Data-Model Fit	Criteria
1. CMIN-p (Chi-square probability level value)	> 0.05
2. CMIN/DF (Relative chi-square)	< 2
3. GFI (Goodness of Fit Index / Conformity Index)	> 0.90
4. RMSEA (Root Mean Square Error of Approximation)	< 0.08

4. Results

The results are presented in the three sections below.

4.1 Content Validity Audit

The results of the content validity audit for brand equity variables of Thai canned and processed tuna and shrimp were analyzed from the consumer perspective. Initially, 52 research indicators were evaluated and categorized into four components: brand loyalty (14 variables), brand awareness (13 variables), brand perceived quality (13 variables), and brand association (12 variables).

After experts verified content validity by calculating the Item Objective Congruence (IOC) index, a total of 45 valid indicators remained. The IOC score results are presented in Table 2.

Table 2. IOC assessment results.

Brand Equity	All of indicators	Passed the criteria of IOC > 0.5	Not passed the criteria of IOC < 0.5	Balance indicator
Brand Loyalty	14	11	3	11
Brand awareness	13	12	1	12
Brand perceived quality	13	11	2	11
Brand association	12	11	1	11

4.2 Reliability Assessment Results

The reliability assessment of the questionnaire was conducted during the pretest phase with a sample group of 30 participants. The results are presented in Table 3.

Table 3. Reliability assessment results.

Components	Number of questions	Cronbach Alpha	Corrected Item-Total Correlation
Brand Loyalty	11	0.92	0.54 – 0.77
Brand awareness	12	0.76	0.52 – 0.70
Brand perceived quality	11	0.88	0.52 – 0.73
Brand association	11	0.86	0.51 – 0.67

4.3 Construct Validity Results

The analysis was conducted to verify the construct validity of the brand equity measurement model for Thai canned and processed tuna and shrimp. The results were as follows.

4.3.1 Brand Loyalty Component

The measurement model of brand loyalty was found to be consistent with the empirical data. The Chi-square value was 16.707 with 14 degrees of freedom and a significance level of $p = 0.272$, indicating that the Chi-square value did not differ significantly from zero. This suggests that the measurement model was consistent with the empirical data. The value of CMIN/DF was 1.193, the Goodness of Fit Index (GFI) was 0.991, and the Root Mean Square Error of Approximation (RMSEA) was 0.020.

These results imply that the model, which consisted of seven observed variables representing the brand loyalty component derived from theoretical and empirical studies, demonstrated statistically significant construct validity. Detailed results of the analysis are shown in Table 4 and Fig. 2.

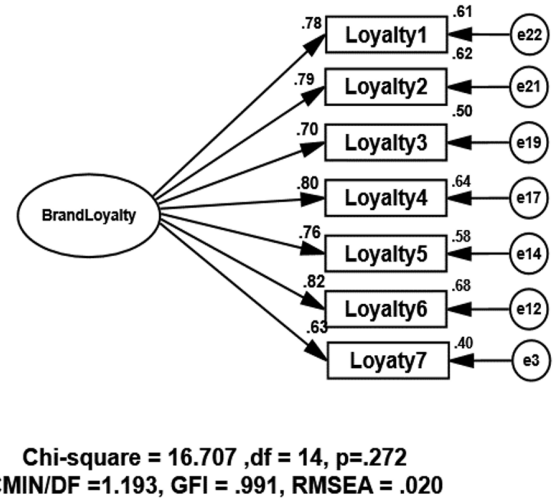

Figure 2. Validation results of brand loyalty component measurement model.

4.3.2 Brand Awareness Component

The measurement model of the brand awareness component was consistent with the empirical data. The Chi-square value was 21.642 with 14 degrees of freedom and a significance level of $p = 0.086$, indicating that the Chi-square value did not differ significantly from zero. This suggests that the measurement model was consistent with the empirical data. The value of CMIN/DF was 1.546, the Goodness of Fit Index (GFI) was 0.988, and the Root Mean Square Error of Approximation (RMSEA) was 0.033.

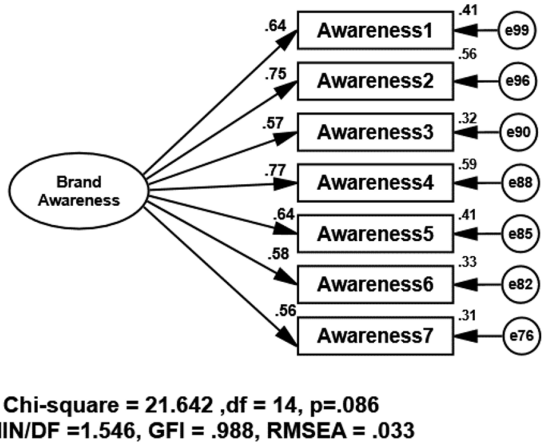

Figure 3. Validation results of the brand awareness component meas-urement model.

Table 4. Confirmatory component analysis results of the brand loyalty component measurement model.

Observing Variables	β	R^2	**C.R.**	**P**
1. In the last 6 months, when you are going to buy canned tuna/shrimp you will choose to buy products that are Thai brands every time only.	0.78	0.61	–	–
2. You are loyal to Thailand's canned tuna/shrimp brands.	0.79	0.62	18.79	***
3. In the next purchase, you intend to buy tuna/shrimp canned products which are a brand of Thailand, although other countries' brands have lower prices.	0.70	0.50	16.34	***
4. You feel comfortable when buying canned tuna/shrimp of Thai brands.	0.80	0.64	19.00	***
5. You can buy canned tuna/shrimp that are a brand of any country, and don't have to be only Thai brands.	0.76	0.58	18.03	***
6. You intend to buy canned tuna/shrimp which is a brand of Thailand only, although the price is more expensive than the products of other countries.	0.82	0.68	9.54	***
7. Are you willing to tell others that Thai brands of canned tuna/shrimp are good and worth buying.	0.63	0.40	14.52	***
Note: Chi-square = 16.707, df = 14, p = 0.272, CMIN/DF = 1.193, GFI = 0.991, RMSEA = 0.020.				

These results indicate that the measurement model, consisting of seven observed variables for the brand awareness component derived from theoretical concepts and prior research, demonstrated statistically significant construct validity. Detailed analysis results are presented in Table 5 and Fig. 3.

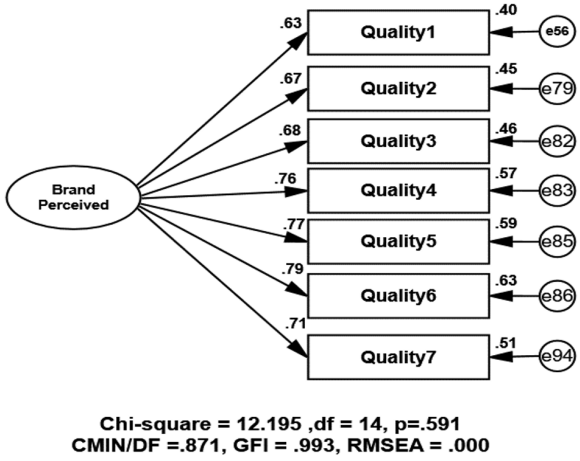

Figure 4. Validation results of brand quality perception component measurement model validity.

4.3.3 Brand Perceived Quality Component

The measurement model of the brand perceived quality component was consistent with the empirical data. The Chi-square value was 12.195 with 14 degrees of freedom and a significance level of $p = 0.591$. The Chi-square value did not differ significantly from zero, indicating that the measurement model was consistent with the empirical data. The value of CMIN/DF was 0.871, the Goodness of Fit Index (GFI) was 0.993, and the Root Mean Square Error of Approximation (RMSEA) was 0.000.

These results show that the measurement model, consisting of seven observed variables for the brand perceived quality component derived from theoretical concepts and related research, demonstrated statistically significant construct validity. The detailed results of the analysis are presented in Table 6 and Fig. 4.

4.3.4 Brand Association Component

The measurement model of the brand association component was consistent with the empirical data, as indicated by the Chi-square value of 19.815 with 14 degrees of freedom and a significance level of $p = 0.136$. The Chi-square value did not differ significantly from zero, indicating that the measurement model was consistent with the empirical data. The value of CMIN/DF was 1.415, the Goodness of Fit Index (GFI) was 0.989, and the Root Mean Square Error of Approximation (RMSEA) was 0.029.

These results indicate that the measurement model, consisting of seven observed variables for the brand association component derived from conceptual studies, theoretical frameworks, and related research, demonstrated statistically significant construct validity. The detailed analysis results are presented in Table 7 and Figure 5.

Table 5. Confirmatory factor analysis results of the brand awareness component measurement model.

Observing Variables	β	R^2	**C.R.**	**P**
1. You know that Thailand is a tuna/shrimp source of excellent quality.	0.64	0.41	–	–
2. You know that there are canned tuna/shrimp that are brands of Thailand that are always available in stores nearby you.	0.75	0.56	13.20	***
3. You know that the canned tuna/shrimp products from Thailand are produced by a factory that has international production standards.	0.57	0.32	10.74	***
4. When talking about canned tuna or shrimp, you must first think of Thai brands.	0.77	0.59	13.35	***
5. If you want to eat good-tasting tuna or shrimp, you will think of the product brands of Thailand.	0.64	0.41	11.74	***
6. You can explain in detail the appearance and taste of tuna/shrimp canned products of Thailand and also can let others know about it.	0.58	0.33	11.02	***
7. Do you remember other brands of canned tuna/shrimp better than Thai brands?	0.56	0.31	10.40	***
Note: Chi-square = 21.642, df = 14, p = 0.086, CMIN/DF = 1.546, GFI = 0.988, RMSEA = 0.033.				

Table 6. The results of the confirmatory component analysis of the brand perceived quality component measurement model.

Observing Variables	β	R^2	**C.R.**	**P**
1. Thai canned tuna/shrimp have better quality than those from other countries.	0.63	0.40	–	–
2. Thai canned tuna/shrimp are the best quality products.	0.67	0.45	12.49	***
3. Thai canned tuna/shrimp are consistent in quality.	0.68	0.46	12.54	***
4. Thai canned tuna/shrimp passed the quality inspection process and are residue-free.	0.76	0.57	13.65	***
5. Thai canned tuna/shrimp are nutritious.	0.77	0.59	13.88	***
6. Thai canned tuna/shrimp are delicious.	0.79	0.63	14.29	***
7. Thai canned tuna/shrimp are good products because they are produced from standard factories that are clean and safe.	0.71	0.51	13.16	***
Note: Chi-square = 12.195, df = 14, p = 0.591, CMIN/DF = 0.871, GFI = 0.993, RMSEA = 0.000.				

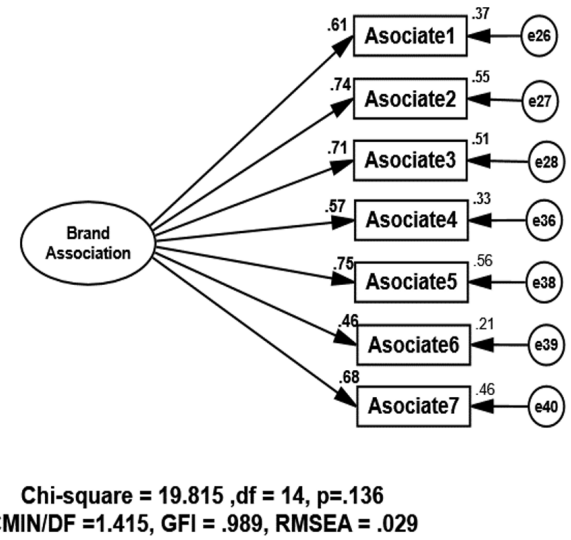

Figure 5. Validation results of the brand association component measurement model.

5. Discussion

The research results, which assess both content validity and construct validity, elucidate the generalizability of brand equity from a customer perspective as developed in this study. The findings indicate that the four components of the Thai canned tuna and shrimp brands—brand awareness, brand perceived quality, brand association, and brand loyalty—validate global generalization based on customer perspective measurement. These components align with (Aaker, 1996) concept of brand equity from a customer perspective and have been substantiated through exploratory research methods across various product categories (Yoo and Donthu, 2001; Washburn and Plank, 2002; Jafari Drabjerdi et al., 2016; Tong and Hawley, 2009; Lee and Leh, 2011).

According to Aaker's theory (Aaker, 1996), the brand equity indicators for canned tuna and shrimp include four fundamental elements: brand awareness, brand perceived quality, brand loyalty, and brand association. While Aaker's proposed model is hypothetical and lacks empirical validation, the research findings provide a novel set of brand equity indicators for these

Table 7. The results of the confirmatory component analysis of the brand association component measurement model.

Observing Variables	β	R^2	**C.R.**	**P**
1. Thai canned tuna/shrimp are the standard symbols from a trusted organization.	0.61	0.37	–	–
2. Thai canned tuna/shrimp are worthwhile when comparing price and quantity.	0.74	0.55	12.66	***
3. Thai canned tuna/shrimp are a socially responsible brand.	0.71	0.51	12.26	***
4. Thai canned tuna/shrimp have enough quantity for family consumption.	0.57	0.33	10.50	***
5. Thai canned tuna/shrimp are packaged in a sturdy, clean container with an easy open/close lid.	0.75	0.56	12.76	***
6. When you see the words "Product of Thailand" or "Manufacturer Thailand" on the labels, you believe that it is the best.	0.46	0.21	8.72	***
7. Labels of Thai canned tuna/shrimp are beautifully designed to enhance the image and make them attractive to buy.	0.68	0.46	11.71	–
Note: Chi-square = 19.815, df = 14, p = 0.136, CMIN/DF = 1.415, GFI = 0.989, RMSEA = 0.029.				

products. These indicators are validated for content validity, construct validity, and the harmonization of brand equity components in accordance with Arbuckle's criteria (Arbuckle, 2016). Consequently, the concept of brand equity components is expanded to be more comprehensive (Khoshtaria et al., 2020; Quan et al., 2020). Furthermore, this research supports the assessment of tangible goods from a consumer perspective, as discussed by scholars such as Aaker (1996) and Keller (1993), and contributes to the analysis of intangible brand value in services, as explored in studies by Konecnik and Gartner (2007), Kashif et al. (2015), and Kim and Lee (2018).

Based on global trade statistics, canned tuna and shrimp are recognized as industrial economic products that continue to grow steadily in both domestic and international markets, generating significant revenue for exporting countries. These products have consistently maintained customer popularity. The empirical findings of this study align with the concept of brand equity, benefiting both consumers and brand-owning businesses. By reinforcing consumer trust through brand equity indicators—such as assurance of high quality, certification of being residue-free, and production in standardized, clean, and safe factories—the perception of Thai canned tuna and shrimp brands is enhanced.

Additionally, brand equity adds value to organizations by improving the effectiveness of marketing communications and facilitating strategic planning of the marketing mix based on the influence of each indicator. This, in turn, encourages increased consumer purchase intention. At the same time, brand-related costs decrease, allowing for more profitable pricing strategies (Aaker, 1996). This reflects the brand's strength compared to competitors (Molinillo et al., 2018). Consumers are also more willing to pay a premium for their preferred brands (de Chernatony and McDonald, 2012; Jitprapai et al., 2022). This finding is consistent with Keller's brand value model (Keller, 1993), which quantifies the tangible value of a brand. The product serves as a source of brand information, particularly for packaged goods, as evidenced by Keller and Brexendorf (2017) and Vadakkepatt et al. (2021).

6. Recommendation

The results of this study conclude that there are 28 indicators consistent with Aaker's concept, distributed across the following areas:

- **Brand Loyalty:** The indicator with the highest influence is "You intend to buy canned tuna or shrimp that are Thai brands only, even if the price is higher than that of products from other countries."
- **Brand Awareness:** The indicator with the highest influence is "When discussing canned tuna or shrimp, you first think of Thai brands."
- **Brand Perceived Quality:** The indicator with the highest influence is "Thai canned tuna or shrimp are delicious."
- **Brand Association:** The indicator with the highest influence is "Thai canned tuna or shrimp are packaged in a sturdy, clean container with an easy-to-open and close lid."

This model provides valuable insights for assessing and generalizing brand equity in the Thai canned tuna and shrimp market. For future research, considering that brand management in the Thai canned tuna and shrimp industry is a significant factor influencing consumer perceptions of various aspects of brand value, it

is recommended that future studies apply the developed measurement indicators to test them within the broader food industry. This could be accomplished through evaluative research to further validate the measurement indicators developed in this study.

Research Limitations. There are five elements of brand equity according to Aaker's concept: (1) brand awareness, (2) brand perceived quality, (3) brand loyalty, (4) brand association, and (5) other proprietary assets. However, the fifth element—proprietary assets—cannot be measured from the consumer perspective. Therefore, this study was limited to four measurable elements.

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