



**THE IMPACT OF 7PS MARKETING STRATEGY ON BRAND
EQUITY OF VINDA TISSUE PAPER IN THAILAND**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
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This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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ABSTRACT

This study investigated the impact of the 7Ps marketing strategy (Product, Price, Place, Promotion, People, Physical Evidence, and Process) on brand equity of Vinda tissue paper in Thailand, with consumer satisfaction as the mediating variable. A cross-sectional quantitative research design was employed, using a structured questionnaire to collect data from 225 Thai consumers who had purchased Vinda products within the past six months. Data were analyzed using Structural Equation Modeling (SEM) with Confirmatory Factor Analysis (CFA), model fit assessment, and bootstrap mediation testing. The findings reveal three key insights: 1) Product Strategy, Promotion Strategy, and People Strategy have significant direct positive effects on brand equity, and these effects are partially mediated by consumer satisfaction. 2) Price Strategy, Place Strategy, Physical Evidence Strategy, and Process Strategy do not have significant direct effects on brand equity; however, they exert significant indirect effects through consumer satisfaction, indicating full mediation. 3) Consumer satisfaction emerged as the strongest predictor of brand equity ($\beta = 0.42$, $p < 0.001$), confirming its critical mediating role. All seven hypotheses (H1-H7) were supported either through direct or indirect pathways. The model demonstrated good fit (CMIN/DF = 2.34, CFI = 0.95, TLI = 0.94, RMSEA = 0.064). These insights are valuable for marketing managers and brand strategists aiming to enhance brand equity in emerging markets.

Recommendations include prioritizing product quality, promotional communication, and people training as direct brand-building drivers, while ensuring that pricing, distribution, packaging, and operational processes are optimized to enhance consumer satisfaction, which in turn builds brand equity.

Keywords: 7Ps marketing strategy, consumer satisfaction, brand equity, Vinda tissue paper, Thai consumer market



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Jiang Haoyan

DECLARATION

I, Jiang Haoyan, hereby declare that this Independent Study entitled “The Impact of 7Ps Marketing Strategy on Brand Equity of Vinda Tissue Paper in Thailand” is an original work and has never been submitted to any academic institution for a degree.

(Jiang Haoyan)

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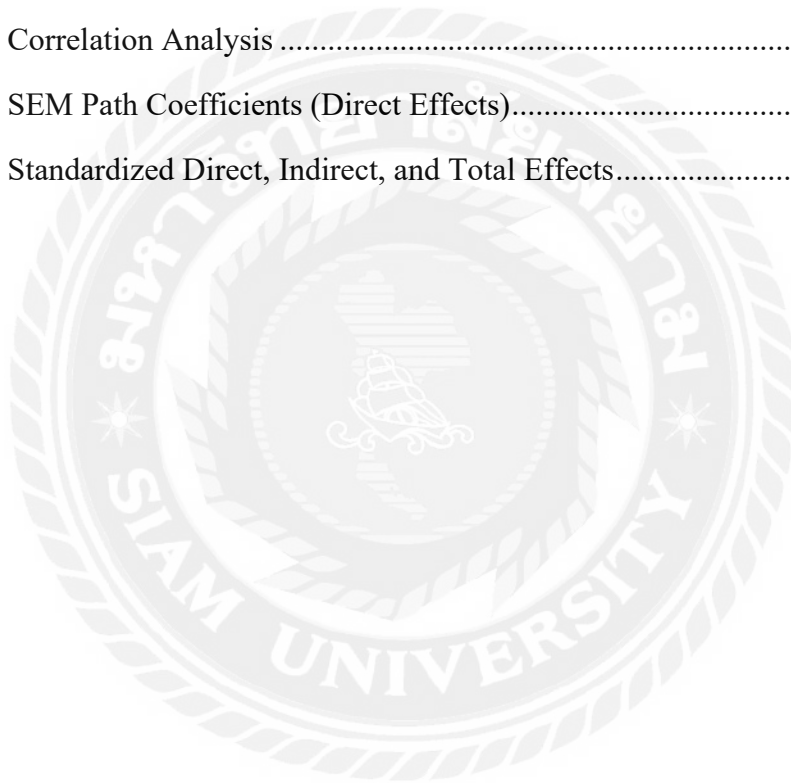
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CHAPTER 1 INTRODUCTION

1.1 Background of the Study

The Thai tissue paper market has experienced substantial expansion over the past decade, driven by rising disposable incomes, accelerating urbanisation, and heightened consumer awareness of hygiene and personal care products. According to the Thai Paper Manufacturers Association, the domestic market has grown at an average annual rate of 6 to 8 percent since 2018, with total value exceeding 45 billion baht in 2025. This growth has intensified competition, drawing both domestic manufacturers and international brands into a crowded arena defined by price rivalry, product differentiation, and aggressive promotional campaigns (Yudelson, 1999; Talpau, 2014; Elgarhy & Mohamed, 2022; Viet & Anh, 2021; Thabit & Raewf, 2018; Mukherjee & Shivani, 2016). Among international entrants, Vinda International Holdings—a leading Chinese tissue paper manufacturer—entered Thailand in 2015 through local distribution partnerships. Positioned as a premium brand in the mid-to-high price segment, Vinda competes directly with established local players such as Diamond, Gento, and Tempo, as well as global giants like Kimberly-Clark and Procter & Gamble. The Thai consumer base is notably sophisticated, exhibiting strong brand loyalty, high quality expectations, and a growing preference for functional attributes such as antibacterial properties, ultra-softness, and eco-friendly materials (Zhao et al., 2010). In this environment, marketing strategy has become a pivotal determinant of brand performance and market share, as firms must not only deliver tangible product benefits but also shape consumer perceptions and experiences through integrated strategic actions (Yudelson, 1999; Talpau, 2014; Mukherjee & Shivani, 2016; Ladhari et al., 2019).

To systematically analyse how brands can achieve competitive advantage in such a setting, the 7Ps marketing strategy framework offers a comprehensive lens. Originating as an extension of the classical 4Ps model, the 7Ps framework incorporates three service-oriented elements—people, physical evidence, and process—which are particularly relevant for consumer goods that involve service-like touchpoints, including retail interaction, packaging cues, and purchase convenience (Booms & Bitner, 1981; Yudelson, 1999; Talpau, 2014; Ladhari et al., 2019; Septiano & Sari, 2021; Sulaiman & Masri, 2017). Specifically, product strategy encompasses quality, design, packaging, and branding attributes—both tangible (sheet count, softness, absorbency) and intangible (reputation, perceived quality). Price strategy involves pricing levels and discount structures, with consumer price sensitivity varying across segments such that premium brands can command higher margins through superior perceived value (Gabor & Granger, 1966; Dodds et al., 1991; Sweeney & Soutar, 2001). Place strategy addresses distribution channels and retail coverage, critical for impulse-purchase

categories like tissue paper that depend on widespread availability. Promotion strategy covers advertising, sales promotions, public relations, and digital marketing, which have gained new significance in Thailand with the rapid growth of e-commerce and social media (Yudelso, 1999; Ahmed et al., 2024; Septiano & Sari, 2021). People strategy focuses on employee roles—including retail staff, distributors, and customer service representatives—in shaping brand perceptions and service quality (Sirianni et al., 2013). Physical evidence refers to tangible cues such as packaging design, store environment, and product appearance that signal brand reliability. Process strategy concerns operational procedures from ordering to after-sales service, which directly affect consumer effort and overall experience (Meuter et al., 2000). Collectively, these seven components are theorised to contribute to building brand awareness, perceived quality, brand associations, and brand loyalty—the four core dimensions of brand equity as defined by Aaker (1991). However, the relative weight of each component may vary across product categories and cultural contexts, and in a market where product differentiation is often subtle, marketing strategies that effectively signal quality and foster emotional connections with consumers are likely to exert disproportionate influence on brand equity development.

Crucially, the pathway from marketing strategies to brand equity is not necessarily direct; rather, it is mediated by consumer psychological processes, most notably consumer satisfaction. Satisfaction arises when perceived product and service performance meets or exceeds expectations, and it serves as a proximal outcome through which marketing efforts generate enduring brand value (Oliver, 1999). For tissue paper products, satisfaction is shaped by product performance, brand image, purchase convenience, and post-purchase experience—all of which are influenced by the 7Ps. Product strategy enhances satisfaction through quality and features that address comfort and durability needs (Bridson & Evans, 2004; Veloutsou & Guzmán, 2017; Zhao et al., 2010). Price strategy affects satisfaction via perceived value trade-offs, while place strategy contributes through accessibility, and promotion strategy builds positive expectations and associations (Willems et al., 2022; Sindhu et al., 2021; Ahmad & Khan, 2017). People, physical evidence, and process strategies further shape satisfaction by influencing interaction quality, visual confidence cues, and operational reliability (Bridson & Evans, 2004; Willems et al., 2022). This mediation logic is consistent with the service profit chain model, which links service quality, customer satisfaction, and long-term profitability (Bridson & Evans, 2004; Yavas et al., 1997). Satisfied consumers are more likely to exhibit brand loyalty, generate positive word-of-mouth, and demonstrate lower price sensitivity—all of which directly reinforce brand equity. Despite these well-established theoretical linkages, empirical research that simultaneously examines all 7Ps components, their direct and indirect effects through satisfaction, and their collective impact on brand equity in the Thai FMCG sector remains sparse. Existing studies have largely focused on individual marketing mix elements or have been conducted in Western or other Asian contexts, leaving a clear gap in understanding how the full 7Ps framework operates in Thailand.

unique competitive and cultural landscape. This study therefore aims to fill that gap by providing empirical evidence on how Vinda 7Ps marketing strategies influence brand equity, with consumer satisfaction as the mediating mechanism, offering both theoretical contributions and practical insights for brand managers operating in emerging Asian markets.

1.2 Questions of the Study

RQ1: What is the impact of 7Ps strategies (product strategy, price strategy, place strategy, promotion strategy, people strategy, physical evidence strategy, and process strategy) on the brand equity of Vinda tissue paper in Thailand, with consumer satisfaction as the mediating mechanism?

RQ2: What is the relative influence of each 7Ps strategies (product strategy, price strategy, place strategy, promotion strategy, people strategy, physical evidence strategy, and process strategy) component on the brand equity of Vinda tissue paper in Thailand?

1.3 Objectives of the Study

This study investigated how 7Ps marketing strategies influence the brand equity of Vinda tissue paper in Thailand, with consumer satisfaction as the mediating variable. The objectives of this study were:

RO1: To explore the impact of 7Ps strategies (product strategy, price strategy, place strategy, promotion strategy, people strategy, physical evidence strategy, and process strategy) on the brand equity of Vinda tissue paper in Thailand, with consumer satisfaction as the mediating mechanism;

RO2: To examine the relative influence of each 7Ps strategies (product strategy, price strategy, place strategy, promotion strategy, people strategy, physical evidence strategy, and process strategy) component on the brand equity of Vinda tissue paper in Thailand.

1.4 Scope of the Study

This study focused on the impact of 7Ps marketing strategies on the brand equity of Vinda tissue paper in Thailand, with consumer satisfaction as the mediating variable. The survey targeted consumers who had purchased Vinda products in Thailand within

the past six months. This study employed a purposive sampling method, in which respondents were selected from diverse demographic groups across the Bangkok Metropolitan Area and major provincial cities, including Chiang Mai, Phuket, and Khon Kaen. These locations were selected to capture geographic diversity and ensure representation across urban and semi urban consumer segments. The target sample consisted of Thai consumers aged 18 years and above, covering a range of income levels and educational backgrounds to enhance the generalizability of the findings.

Data collection took place between October and November 2025, finally a total of 225 questionnaires was collected, spanning four weeks. This approach ensured representation across multiple consumer segments and enhanced the reliability of the survey results, while acknowledging that the sampling was non probabilistic in nature. These consumers were selected because they possess direct experience with Vinda products and can provide informed responses regarding their perceptions and satisfaction levels. The geographical scope was limited to consumers in Thailand, where Vinda's market presence and marketing activities are concentrated.

1.5 Significance of the Study

1.5.1 Theoretical Significance

This study contributes to the academic literature on marketing strategy and brand management in several ways. First, it extends the application of the 7Ps marketing strategy framework to the FMCG sector, where traditional product dominant logic has often overshadowed the service elements captured by the extended marketing mix. By examining the simultaneous effects of all seven components, this study provides a more comprehensive understanding of how marketing strategies build brand equity in consumer goods markets.

Second, this research advances understanding of the mediating role of consumer satisfaction in the relationship between marketing strategies and brand equity. While previous studies have examined direct effects of marketing mix elements on brand equity, fewer have systematically investigated the psychological mechanisms through which these effects occur. This study contributes to the theoretical integration of marketing strategy, consumer satisfaction, and brand equity literatures.

Third, this study provides empirical evidence from the Thai tissue paper market, an important but under researched context. By examining Vinda as a foreign brand competing in the Thai market, the study generates insights into the marketing strategies

that are effective for international brands seeking to build equity in emerging Asian markets.

1.5.2 Practical Significance

From a managerial perspective, this research offers actionable insights for brand managers and marketing strategists. The findings will inform decisions regarding resource allocation across marketing strategy components, identifying which elements of the 7Ps framework have the greatest influence on brand equity and consumer satisfaction. For Vinda's marketing team in Thailand, the study provides evidence-based guidance for refining marketing strategies to maximize brand equity outcomes.

For the broader tissue paper industry, the research highlights the strategic importance of consumer satisfaction as a mediating mechanism linking marketing investments to brand outcomes. Companies can utilize the study's findings to prioritize investments in marketing activities that enhance consumer satisfaction, thereby building lasting brand equity. Such practices not only ensure competitive positioning but also secure long-term profitability through brand loyalty and premium pricing.

1.6 Definition of Key Terms

Product Strategy

Product strategy refers to decisions regarding the tangible and intangible attributes of the product offering, including product quality, features, design, packaging, and branding. In the context of Vinda tissue paper, product strategy encompasses aspects such as softness, absorbency, sheet count, packaging aesthetics, and the range of product variants offered to meet diverse consumer needs.

Price Strategy

Price strategy refers to decisions about pricing levels, discount structures, and payment terms. For Vinda tissue paper, this includes the premium pricing position relative to mass market brands, promotional price discounts, and bulk purchase pricing structures available through retail channels.

Place Strategy

Place strategy refers to distribution channel decisions, retail coverage, and supply chain management. For Vinda tissue paper, this includes distribution through supermarkets, convenience stores, wholesalers, and e-commerce platforms, as well as the brand's presence in modern trade versus traditional trade channels.

Promotion Strategy

Promotion strategy encompasses advertising, sales promotion, public relations, direct marketing, and digital marketing activities designed to communicate brand value and stimulate consumer demand. For Vinda, this includes television and digital advertising campaigns, in-store promotions, social media engagement, and consumer loyalty programs.

People Strategy

People strategy refers to the role of employees and brand representatives in delivering brand experiences and building consumer relationships. For Vinda tissue paper, this includes sales representatives, customer service staff, and retail personnel who interact with consumers and influence their perceptions of brand quality and reliability.

Physical Evidence Strategy

Physical evidence strategy concerns the tangible cues that signal brand quality and reliability, including packaging design, product appearance, retail store environment, and brand collateral materials. For tissue paper products, physical evidence includes packaging aesthetics, the physical quality of the product itself, and the visual brand presence in retail environments.

Process Strategy

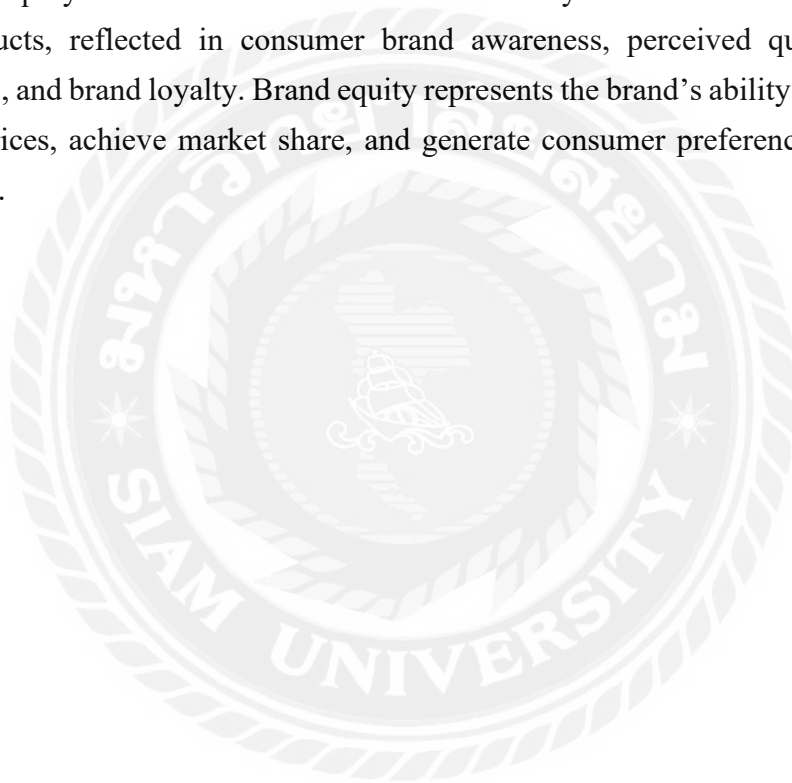
Process strategy refers to the operational procedures and systems involved in product delivery and customer service, including ordering processes, logistics, quality control, and complaint resolution. For Vinda tissue paper, this includes distribution efficiency, product availability, and the ease with which consumers can purchase and access products.

Consumer Satisfaction

Consumer satisfaction is defined as the consumer's overall evaluation of their consumption experience with Vinda tissue paper products, based on the comparison between expectations and perceived performance. Satisfaction encompasses multiple dimensions including product performance satisfaction, service satisfaction, and overall brand satisfaction.

Brand Equity

Brand equity refers to the added value endowed by the Vinda brand to its tissue paper products, reflected in consumer brand awareness, perceived quality, brand associations, and brand loyalty. Brand equity represents the brand's ability to command premium prices, achieve market share, and generate consumer preference relative to competitors.



CHAPTER 2 LITERATURE REVIEW

2.1 7Ps Marketing Strategy Framework

The 7Ps marketing strategy framework represents a comprehensive approach to understanding the full range of marketing variables available to organizations in creating value for customers and achieving competitive advantage (Yudelsohn, 1999; Talpau, 2014; Thabit & Raewf, 2018). The marketing mix refers to the tactics (or marketing activities) that we have to satisfy customer needs and position our offering clearly in the mind of the customer. It involves the 7Ps; Product, Price, Place and Promotion (McCarthy, 1960) and an additional three elements that help us meet the challenges of marketing services, People, Process and Physical Evidence (Thabit & Raewf, 2018). This expansion was driven by the recognition that services and service like elements play increasingly important roles in consumer goods marketing, shaping customer experiences and building long term brand relationships (Ladhari et al., 2019; Viet & Anh, 2021; Aripin et al., 2022; Rahardjo et al., 2024; Sulaiman & Masri, 2017).

The theoretical foundation of the 7Ps framework lies in the service dominant logic of marketing, which emphasizes that all products and services are vehicles for value co creation between firms and customers (Mukherjee & Shivani, 2016; Ladhari et al., 2019; Ahmed et al., 2024; Sulaiman & Masri, 2017). From this perspective, the extended marketing mix captures not only the tangible attributes of offerings but also the intangible, experiential, and relational dimensions that influence consumer perceptions and behaviors. For fast moving consumer goods such as tissue paper, this expanded framework is particularly relevant because although the product itself is tangible, consumer purchase decisions are heavily influenced by intangible factors including brand image, retail experience, and service quality (Zhao et al., 2010).

Substantial scholarly attention has been devoted to understanding the individual and combined effects of marketing mix elements on consumer behavior and brand outcomes. Yoo et al. (2000) examined how advertising intensity, price promotions, and distribution intensity influenced brand equity across multiple product categories, finding that advertising and distribution intensity positively affected brand equity while price promotions had negative effects.

Rahardjo et al. (2024) further investigated the relationship between marketing mix elements and brand equity in the market, confirming that advertising and product

quality were significant determinants of brand equity, while price and distribution strategies showed varying effects across product categories. Kwon & Ahn (2022) examined the impact of 7Ps on brand loyalty in the retail banking sector, finding that all seven components significantly influenced customer loyalty. Similarly, Viet & Anh (2021) investigated the role of marketing mix elements in building brand equity in the fast food industry, concluding that product quality, service quality, and ambience were particularly influential.

In the consumer goods sector, research on 7Ps strategies has been relatively limited compared to services research. However, several studies have examined specific elements of the extended marketing mix in FMCG contexts. Septiano & Sari (2021) explored the role of people strategy in fast moving consumer goods, arguing that employee behavior and customer interaction are increasingly important in differentiating brands in commoditized markets. Shroff et al. (2022) examined the role of physical evidence in FMCG branding, demonstrating how packaging and visual brand identity contribute to brand equity formation.

The comprehensive application of the 7Ps framework to the tissue paper market remains under explored. Tissue paper products, despite being tangible goods, possess service like attributes that are captured by the extended marketing mix. The consumer purchase and usage experience encompasses not only product quality but also retail interactions, availability, packaging aesthetics, and post purchase satisfaction. Understanding how each of the 7Ps components contributes to brand equity in this context can provide both theoretical and practical insights.

2.2 Product Strategy and Brand Equity

Product strategy refers to decisions regarding the product offering's attributes, features, quality, design, packaging, and branding (Sulaiman & Masri, 2017). Product strategy serves as a core element of the marketing mix, directly influencing consumer perceptions and evaluations of a brand (Ahmed et al., 2024). This refers to what the company produces (whether it is product or service, or a combination of both) and is developed to meet the core need of the customer - for example, the need for transport is met with a car. The challenge is to create the right bundle of benefits that meet this need. So what happens as customer needs change, competitors race ahead or new opportunities arise? We must add to the bundle of benefits to improve the offering, create new versions of existing products, or launch brand new products. Rundh (2005) emphasized that packaging functions not only as a logistical tool but also as an external signal of product quality, significantly affecting purchase decisions. Orth and

Malkewitz (2008) further demonstrated that holistic package design conveys brand impressions, with superior packaging reinforcing premium brand positioning. Zambrano et al. (2020), in their analysis of the hygiene tissue market, found that product quality and functionality—such as softness, absorbency, and antibacterial properties—are key determinants of consumer choice. Brands that continuously invest in product innovation and quality enhancement are better positioned to strengthen competitiveness. In summary, product strategy shapes brand perceptions through quality, functionality, and packaging design, constituting a critical antecedent of brand equity.

In the Thai tissue paper market, product strategy plays a particularly important role due to the sophisticated consumer base and competitive intensity. Vinda's product positioning emphasizes premium quality, superior softness, and functional benefits such as antibacterial properties. This product strategy is designed to differentiate Vinda from mass market brands and justify its premium pricing position. However, the effectiveness of this strategy in building brand equity in the Thai market requires empirical investigation.

2.3 Price Strategy and Brand Equity

Price strategy involves decisions about pricing levels, discount structures, promotional pricing, and payment terms (Thabit & Raewf, 2018). So, it's important to get the price right to not only cover costs but generate profit! Before setting prices, we need to research information on what customers are willing to pay and gain an understanding of the demand for that product/service in the market (Yudelso, 1999). As price is also a strong indication of the positioning in the market against competitors (low prices=value brand), prices need to be set with competitors in mind too. Gabor and Granger (1966) classically demonstrated that price is often perceived as an indicator of product quality, with higher prices positively associated with superior quality. Dodds et al. (1991) experimentally confirmed that price levels influence consumer evaluations through perceived value and perceived sacrifice. Sweeney and Soutar (2001), in developing a multidimensional perceived value scale, further revealed that price encompasses not only economic costs but also emotional and social value dimensions. Appropriate pricing strategies enhance consumer brand identification. Collectively, price strategy influences brand equity indirectly through value perceptions; however, its direct effect is relatively more modest compared to product and promotion strategies. Price promotions have been shown to have negative effects on brand equity, particularly when they become habitual and reduce consumers' reference prices (Yoo et al., 2000). This creates a strategic tension for brands, which must balance the short-term sales

benefits of price promotions against the long-term brand building objectives of maintaining price integrity.

For tissue paper products, price sensitivity varies across consumer segments. Thai consumers demonstrate differing levels of price sensitivity, with budget conscious consumers gravitating toward mass market brands and quality conscious consumers willing to pay premium prices for superior products. Vinda occupies a premium price position relative to local brands, which requires effective communication of quality justification. The effectiveness of this premium pricing strategy in building brand equity depends on whether consumers perceive that the quality premium justifies the price premium.

2.4 Place Strategy and Brand Equity

Place strategy refers to distribution channel decisions, retail coverage, and supply chain management (Correa et al., 2018). This is the place where customers make a purchase. Some organisations have the physical space, or online presence to take their product/service straight to the customer, whereas others must work with intermediaries or middlemen with the locations, storage and/or sales expertise to help with this distribution. Bruwer and Riek (2020) noted that distribution coverage breadth and depth directly influence brand performance and consumer perceptions. In food delivery services, Yeo et al. (2017) found that online channel availability and usability significantly affect consumer experience and brand attitudes. Correa et al. (2018) and Tomacruz and Flor (2018) similarly emphasized that delivery efficiency and service quality are key drivers of consumer satisfaction. Ahn (2021) and Ahn and Kwon (2021) confirmed that mobile application service quality and delivery reliability positively influence customer loyalty. Kwon and Ahn (2022) and Kwon et al. (2022) demonstrated, from a perceived fairness perspective, that channel service quality affects overall brand evaluations. Seghezzi et al. (2021) and Shroff et al. (2022), in their systematic reviews, underscored the strategic value of omnichannel integration and logistics efficiency in retail. Wang et al. (2021) explored the impact of delivery experiences on consumer behavior from a mobility perspective, while Vinaik et al. (2019) examined consumer willingness to adopt mobile ordering applications. Distribution intensity has been shown to positively influence brand equity through multiple mechanisms. First, extensive distribution increases brand visibility and exposure, enhancing brand awareness among consumers (Yoo et al., 2000). Second, distribution through high quality retail channels serves as a signal of brand quality and reliability, contributing to

positive brand associations (Dodds et al., 1991). However, the relationship between distribution and brand equity may not be linear.

In the Thai tissue paper market, distribution has become increasingly complex with the growth of modern retail formats and e-commerce. Traditional distribution through convenience stores and supermarkets remains important, but online channels have gained significant traction, particularly among younger consumers. Vinda's distribution strategy must navigate this evolving landscape to ensure product availability while maintaining brand image consistency. The effectiveness of place strategy in building brand equity may depend on the alignment between distribution channels and brand positioning.

2.5 Promotion Strategy and Brand Equity

Promotion strategy encompasses advertising, sales promotion, public relations, direct marketing, and digital marketing activities (Ganguly, 2017). Advertising is good for raising awareness and reaching new audiences, whereas personal selling using a sales team is great for building relationships with customers and closing a sale. Mangold and Faulds (2009) identified social media as a new hybrid element of the promotion mix, capable of enhancing emotional connections through interactive communication. Mela et al. (1997) demonstrated that advertising and promotional activities not only affect short-term purchase behavior but also shape long-term consumer brand choice patterns. Valette-Florence et al. (2011) and Villarejo-Ramos and Sánchez-Franco (2005) both confirmed that brand personality and promotional communication strategies positively impact brand equity. Brierley (2017), from a subconscious marketing perspective, revealed how promotional messages influence brand attitudes through non-conscious cognitive pathways. Ganguly (2017) empirically validated the role of integrated marketing communications in promoting brand equity in business practice.

In the Thai context, promotion strategy faces unique challenges and opportunities. Thai consumers are highly engaged with social media, with high rates of platform usage and influencer engagement. Vinda's promotion strategy must leverage these digital platforms while maintaining traditional advertising and promotional activities. The effectiveness of promotion in building brand equity depends on message consistency, emotional resonance, and integration across channels.

2.6 People Strategy and Brand Equity

People strategy refers to the role of employees and brand representatives in delivering brand experiences and building consumer relationships (Thabit & Raewf, 2018). People are a critical element of the marketing mix, particularly in contexts where consumer interaction with brand representatives' shapes perceptions and satisfaction. For consumer goods brands, people strategy extends to retail staff, sales representatives, customer service personnel, and other brand ambassadors who directly interact with consumers (Thabit & Raewf, 2018). People can be inconsistent but with the right training, empowerment and motivation by a company, they can also represent an opportunity to differentiate an offering in a crowded market and to build valuable relationships with customers. Sirianni et al. (2013) demonstrated that alignment between employee behavior and brand positioning significantly enhances service experiences and strengthens consumers' affective brand identification. Morhart et al. (2009) introduced the concept of brand-specific leadership, arguing that managers cultivate employee brand identification, transforming them into voluntary brand advocates. Colgate and Alexander (1998), in their retail banking analysis, found that service personnel professionalism and approachability have decisive effects on customer satisfaction. Yang (2012), surveying the Taiwanese banking industry, confirmed that service capability is a key driver of successful customer relationship management. Santouridis and Veraki (2017) further verified the mediating role of relationship quality between employee service and customer satisfaction. For consumer goods brands, training retail staff and distributors in brand values and product knowledge can enhance the brand experience at the point of purchase.

In the Thai context, people strategy takes on particular significance due to the importance of personal relationships and interpersonal interactions in Thai business culture. Thai consumers value warm, respectful service interactions and may be more influenced by personal connections to brand representatives. Vinda's people strategy must account for these cultural preferences, ensuring that brand representatives are appropriately trained and culturally competent.

2.7 Physical Evidence Strategy and Brand Equity

Physical evidence strategy concerns the tangible cues that signal brand quality and reliability, including packaging design, product appearance, retail store environment, and brand collateral materials. Meuter et al. (2000) found that self-service technology design and process efficiency significantly affect customer satisfaction and repeat usage intentions. Istanbulluoglu (2017), examining complaint handling on social media, demonstrated that response speed and resolution quality are critical determinants of

consumer satisfaction, with effective complaint management capable of transforming negative experiences into brand trust. Sohn and Tadisina (2008) developed an e-service quality scale for financial institutions, highlighting that process reliability and responsiveness directly influence consumer service evaluations. Yang et al. (2004) similarly emphasized the importance of efficiency and reliability in online service processes. For tissue paper products, packaging quality, aesthetics, and information content influence consumer perceptions of product quality and brand reliability. The physical evidence of brand presence in retail environments contributes to brand awareness and shapes consumer brand associations through visual cues.

For Vinda tissue paper in Thailand, physical evidence strategy must navigate multiple retail environments, from modern supermarkets to traditional stores and e-commerce platforms. Consistency in packaging design and visual identity across these channels is essential for building coherent brand associations. Additionally, physical evidence contributes to the consumer satisfaction mechanism by signaling quality and reliability, thereby building trust and encouraging repeat purchase.

2.8 Process Strategy and Brand Equity

Process strategy refers to the operational procedures and systems involved in product delivery and customer service, including ordering processes, logistics, quality control, and complaint resolution. For tissue paper products, process strategy is often invisible to consumers but critically affects their experience. Pengnate and Sarathy (2017) experimentally demonstrated that emotionally appealing website design features enhance consumer trust in unfamiliar online vendors, thereby influencing brand attitudes. Rundh (2005) similarly noted that packaging serves not merely as a physical container but as a critical brand image carrier, with superior design effectively conveying quality signals. In retail settings, consistency in visual merchandising and brand signage reinforces consumer brand memory and recognition. Collectively, physical evidence strategy indirectly influences consumer brand evaluations by providing quality signals and trust cues, with its effects primarily realized through enhanced customer satisfaction, positioning it as an indirect driver of brand equity. Order fulfillment processes for e-commerce purchases affect delivery reliability and consumer satisfaction.

In the Thai tissue paper market, process strategy faces specific challenges including logistics infrastructure limitations in rural areas, seasonal demand fluctuations, and the growth of e-commerce platforms. Vinda's process strategy must address these challenges to ensure consistent product availability and quality. The

effectiveness of process strategy in building brand equity depends on whether consumers perceive the brand as reliable, efficient, and responsive to their needs.

2.9 Related Theories

2.9.1 Consumer Satisfaction Theory

Consumer satisfaction theory provides a foundational framework for understanding how consumers evaluate their consumption experiences and how these evaluations influence subsequent behaviors and brand relationships. Satisfaction is defined as the consumer's overall evaluation of their consumption experience, based on the comparison between expectations and perceived performance (Oliver, 1999). This evaluative process is central to understanding consumer behavior because it mediates the relationship between marketing activities and consumer behavioral outcomes.

The theoretical development of consumer satisfaction has evolved through several distinct conceptualizations (Hair et al., 2014). The expectancy disconfirmation paradigm, initially proposed by Oliver (1980), remains the most widely adopted framework for understanding satisfaction formation. This disconfirmation process is critical to understanding how marketing strategies influence satisfaction, as marketing communications shape expectations while product and service delivery determine perceived performance.

Satisfaction is a central concept in marketing theory because it produces significant behavioral and attitudinal consequences. Satisfied consumers are more likely to engage in repeat purchase behavior, which is fundamental to brand profitability and market share maintenance. Keller (1993) proposed the conceptual framework of customer-based brand equity, emphasizing that brand knowledge comprises brand awareness and brand image. Cobb-Walgren et al. (1995) empirically demonstrated that high brand equity significantly enhances consumer preference and purchase intentions. Yoo et al. (2000) verified the direct effects of marketing mix elements on brand equity and developed multidimensional brand equity scales. Netemeyer et al. (2004) constructed core dimensions of brand equity across multiple industries. Additionally, satisfied consumers demonstrate greater tolerance for occasional brand failures, forgiving minor quality or service lapses that might otherwise lead to brand switching (Oliver, 1999). Empirical studies have confirmed the positive satisfaction brand equity relationship across multiple contexts, demonstrating that satisfaction enhances brand attachment, reduces switching behavior, and increases willingness to pay price premiums (Sweeney & Soutar, 2001).

For tissue paper products, consumer satisfaction may be particularly important due to the low involvement nature of the product category. Consumers who are satisfied with their tissue paper brand may continue purchasing out of habit rather than active brand evaluation, creating the brand loyalty dimension of brand equity. The mediating role of satisfaction in the relationship between marketing strategies and brand equity suggests that effective marketing strategies generate satisfaction, which in turn builds brand equity through enhanced loyalty, positive word of mouth, and reduced price sensitivity.

2.9.2 Resource Based View Theory

The Resource Based View (RBV) provides a comprehensive theoretical lens for understanding how firms achieve and sustain competitive advantage through the development and deployment of unique resources and capabilities. Atilgan et al. (2005) confirmed the critical roles of brand trust and brand associations in the beverage industry. Anselmsson et al. (2014) identified perceived quality, brand loyalty, and brand image as co-drivers of brand equity in the grocery sector. Su and Tong (2015) found that brand personality significantly influences brand equity. Troiville et al. (2019) systematically conceptualized and measured consumer-based retailer brand equity. Swaminathan et al. (2020) advocated for rethinking brand equity theory in the context of a hyperconnected world. Wang et al. (2015) verified that corporate social responsibility affects firm performance through brand equity. Yasin et al. (2007) examined the influence of country-of-origin image on brand equity. Iglesias et al. (2019) demonstrated that sensory brand experience indirectly affects brand equity through customer satisfaction and affective commitment. The application of RBV to brand management suggests that brand equity represents exactly such a resource. Strong brands create consumer preferences that are difficult for competitors to replicate, as brand associations, brand awareness, and brand loyalty are built through long term investments and consumer experiences that cannot be easily imitated. Brand equity is valuable because it generates consumer preference and willingness to pay price premiums. It is rare because few brands achieve strong equity positions. Overall, brand equity serves as a central metric of marketing strategy effectiveness, comprehensively reflecting consumer cognitive, affective, and behavioral responses to a brand.

2.10 Conceptual Framework

This study applied the 7Ps marketing strategy framework and related theories to investigate the impact of marketing strategies on the brand equity of Vinda tissue paper

in Thailand, with consumer satisfaction as the mediating mechanism. Building on Booms and Bitner (1981), Aaker (1991), and Keller (1993), the framework emphasizes that marketing strategies influence brand equity through their effect on consumer satisfaction, which represents the psychological mechanism connecting marketing activities to brand outcomes. The conceptual framework of this study is shown in Figure 2.1.

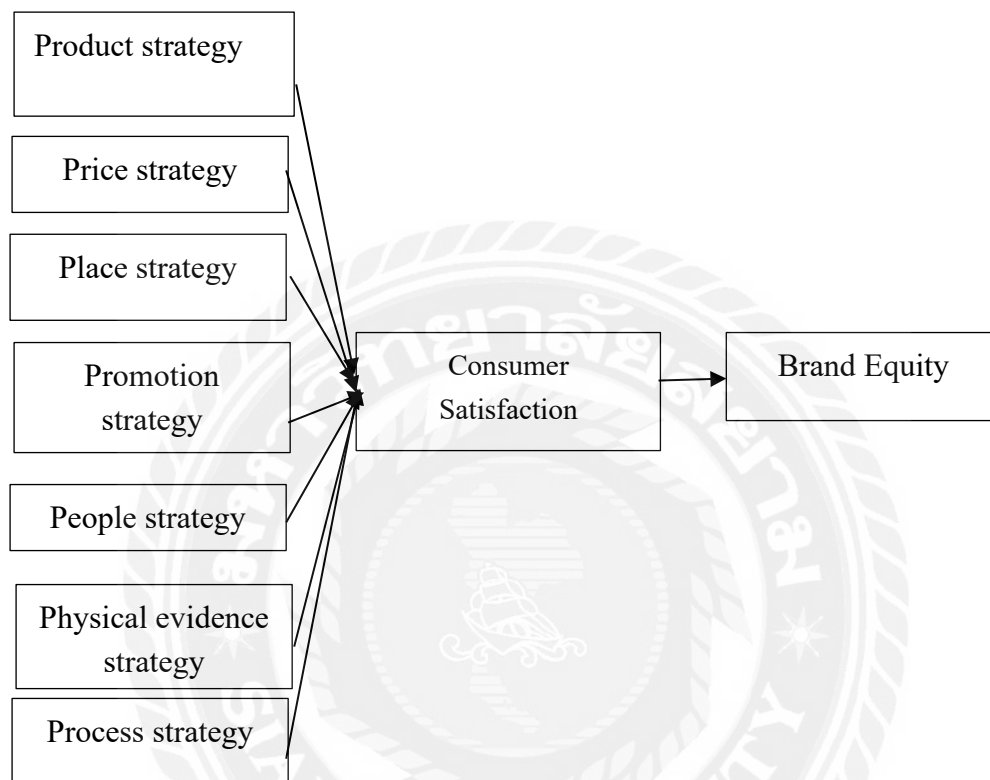


Figure 2.1 Conceptual Framework

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Research Design

This study adopted a cross-sectional quantitative research design based on a structured questionnaire survey. Data were collected at a single point in time to examine the relationships between the 7Ps marketing strategies, consumer satisfaction, and brand equity. This design is appropriate for testing the hypothesized mediation model and is widely used in consumer behavior research.

A structured questionnaire was developed to measure the nine key constructs: product strategy, price strategy, place strategy, promotion strategy, people strategy, physical evidence strategy, process strategy (seven independent variables), consumer satisfaction (mediating variable), and brand equity (dependent variable). Each construct was operationalized through multiple measurement items on a seven-point Likert scale, ranging from 1 = “Strongly Disagree” to 7 = “Strongly Agree”. Measurement items were adapted from existing validated scales in marketing strategy, consumer satisfaction, and brand equity research, and were modified to fit the specific context of Vinda tissue paper in Thailand.

3.2 Population and Sample

The population of this study consisted of adult consumers in Thailand who had purchased tissue paper products. The target respondents were consumers who had purchased Vinda tissue paper products in Thailand within the past six months. This study employed a purposive sampling method, in which respondents were selected from diverse demographic groups across the Bangkok Metropolitan Area and major provincial cities, including Chiang Mai, Phuket, and Khon Kaen. These locations were selected to capture geographic diversity and ensure representation across urban and semi-urban consumer segments. The target sample consisted of Thai consumers aged 18 years and above, covering a range of income levels and educational backgrounds. These consumers were selected because they possess direct experience with Vinda products and are capable of providing informed responses regarding their perceptions and satisfaction levels.

Since the total number of such consumers is large and not precisely known, the sample size was determined based on an acceptable margin of error:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = sample size
- N = population size
- e = acceptable sampling error

Assuming there was a total of $N = 500$ employees and an acceptable sampling error of $e = 0.05$ (5%), the sample size can be calculated as:

$$n = \frac{500}{1 + 500(0.05)^2} = \frac{500}{1 + 500(0.0025)} = \frac{500}{1 + 1.25} = \frac{500}{2.25} = 222.22$$

A minimum target of 225 respondents was established as adequate for structural equation modeling analysis, consistent with recommendations in the literature that sample sizes between 200 and 300 are sufficient for basic SEM analysis. In this study, a total of 225 valid questionnaires were collected, which is statistically adequate for the planned analyses.

3.3 Hypothesis

Research hypotheses were proposed based on the literature review and conceptual framework:

H1: Product strategy has a significant positive impact on the brand equity of Vinda tissue paper in Thailand, and this relationship is mediated by consumer satisfaction.

H2: Price strategy has a significant positive impact on the brand equity of Vinda tissue paper in Thailand, and this relationship is mediated by consumer satisfaction.

H3: Place strategy has a significant positive impact on the brand equity of Vinda tissue paper in Thailand, and this relationship is mediated by consumer satisfaction.

H4: Promotion strategy has a significant positive impact on the brand equity of Vinda tissue paper in Thailand, and this relationship is mediated by consumer satisfaction.

H5: People strategy has a significant positive impact on the brand equity of Vinda tissue paper in Thailand, and this relationship is mediated by consumer satisfaction.

H6: Physical evidence strategy has a significant positive impact on the brand equity of Vinda tissue paper in Thailand, and this relationship is mediated by consumer satisfaction.

H7: Process strategy has a significant positive impact on the brand equity of Vinda tissue paper in Thailand, and this relationship is mediated by consumer satisfaction.

3.4 Research Instrument

This study used a cross-sectional survey questionnaire, which is effective for testing theoretical constructs and mediating mechanisms. The questionnaire measures subjective perceptions and consumer behaviors regarding Vinda tissue paper. Below is the survey questionnaire design presenting the items for each variable, with a Likert scale ranging from 1 Strongly Disagree to 7 Strongly Agree. Each latent variable used a 7-point Likert scale. Respondents indicated their level of agreement with each statement using the provided scale.

Table 3.1 Survey Questionnaire Design

Variable	Survey Item	No.
Product Strategy	Vinda tissue paper has excellent product quality in terms of softness and absorbency.	1
	Vinda offers a wide variety of product options to meet different consumer needs.	2
	The packaging design of Vinda products is attractive and visually appealing.	3
	Vinda products are reliable and consistently deliver the expected quality.	4
Price Strategy	The price of Vinda tissue paper is reasonable for the quality provided.	5
	Vinda offers good value for money compared to other tissue paper brands.	6

	Vinda provides appropriate discounts and promotional pricing offers.	7
	I am willing to pay a premium price for Vinda products due to their quality.	8
Place Strategy	Vinda products are widely available in retail stores across Thailand.	9
	Vinda products are easy to find in supermarkets and convenience stores.	10
	Vinda has good online availability through e-commerce platforms.	11
	Vinda's distribution ensures products are consistently in stock.	12
Promotion Strategy	Vinda's advertising campaigns are memorable and effective.	13
	I frequently see Vinda promotions and marketing communications.	14
	Vinda's promotions influence my decision to purchase their products.	15
	Vinda effectively uses social media and digital marketing to engage consumers.	16
People Strategy	Vinda's retail staff and representatives are knowledgeable and helpful.	17
	Vinda's customer service provides prompt and efficient assistance.	18
	Vinda employees demonstrate professionalism and brand commitment.	19

	Interactions with Vinda representatives are always positive experiences.	20
Physical Evidence Strategy	Vinda's packaging conveys a premium brand image.	21
	Vinda products have an appealing appearance and feel.	22
	The visual presentation of Vinda products in stores is attractive.	23
	Vinda's brand materials and communications are professionally designed.	24
Process Strategy	Vinda products are consistently available when I want to purchase them.	25
	Vinda's distribution processes ensure efficient product delivery.	26
	Ordering Vinda products online is a straightforward process.	27
	Vinda effectively handles any product issues or consumer complaints.	28
Consumer Satisfaction	I am satisfied with the quality of Vinda tissue paper products.	29
	I am satisfied with Vinda's overall brand experience.	30
	Vinda products meet or exceed my expectations.	31
	I would recommend Vinda tissue paper to family and friends.	32
Brand Equity	I am loyal to the Vinda brand and prefer it over other tissue paper brands.	33

	Vinda is a well-known and recognized brand in Thailand.	34
	Vinda has a positive brand image and reputation.	35
	Vinda products justify their premium price due to brand quality.	36
	Vinda stands out from other tissue paper brands in the market.	37

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Reliability Analysis

This study employed the internal consistency reliability analysis method, evaluating the reliability of the questionnaire data by calculating the Cronbach's Alpha coefficient. The analysis results are presented in Table 3.2.

Table 3.2 Results of Reliability Analysis

Variable	Cronbach's Alpha	N of Items
Product Strategy (Q1-Q4)	.874	4
Price Strategy (Q5-Q8)	.856	4
Place Strategy (Q9-Q12)	.842	4
Promotion Strategy (Q13-Q16)	.861	4
People Strategy (Q17-Q20)	.868	4
Physical Evidence Strategy (Q21-Q24)	.849	4
Process Strategy (Q25-Q28)	.853	4
Consumer Satisfaction (Q29-Q32)	.879	4
Brand Equity (Q33-Q37)	.865	5

Table 3.2 presents the reliability analysis results for the latent variables in this study. Specifically, the Cronbach's α values range from .842 to .879, all above the recommended threshold of .70, indicating good internal consistency and demonstrating that the questionnaire items reliably measure the corresponding latent variables.

3.5.2 Validity Analysis

The KMO test and Bartlett's spherical test are essential prerequisites for factor analysis to determine the scale's suitability and validity. These results are shown in Table 3.3.

Table 3.3 Results of Validity Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.852
Bartlett's Test of Sphericity	Approx. Chi-Square	4875.36
	df	666
	Sig.	0.000

The KMO value measures the proportion of variance among the variables that might be common variance. A KMO value above 0.6 is generally considered acceptable, with higher values indicating that the dataset is suitable for factor analysis. Table 3.3 presents the results of the validity analysis, including the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. The KMO value of 0.852, exceeding the threshold of 0.7, indicates that the sample is suitable for factor analysis. Bartlett's test of sphericity shows an approximate chi-square value of 4875.36 ($df = 666$, $p = 0.000$), indicating significant correlations among the variables, thus supporting the use of factor analysis.

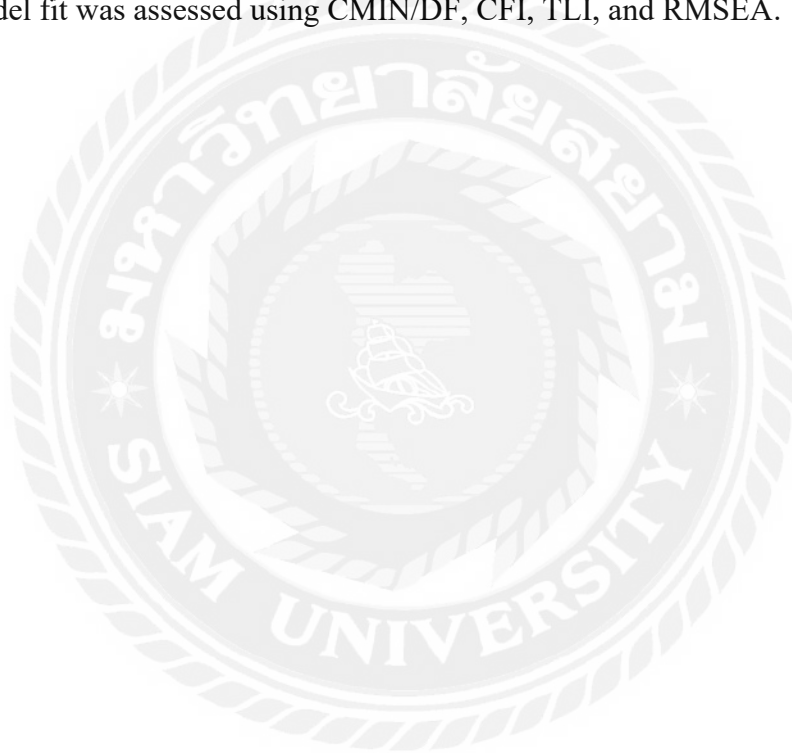
3.6 Data Collection

For this study, a questionnaire survey was conducted as the primary data collection method. Data collection was conducted through an online survey distributed via social media platforms and email over a four-week period in October and November 2025. Anonymity and confidentiality were guaranteed to encourage candid responses. A total of 225 valid responses were collected.

3.7 Data Analysis

In this study, the data analysis process followed a rigorous scale validation and structural model analysis procedure. First, the reliability of the scale was tested using

Cronbach α . Second, validity was assessed using KMO and Bartlett test. Third, Confirmatory Factor Analysis (CFA) was conducted to evaluate the measurement model's factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE). Fourth, descriptive statistical analysis was conducted to assess the basic characteristics of the respondents. Fifth, correlation analysis was performed to examine the relationships between variables. Finally, Structural Equation Modeling (SEM) was used as the primary analytical technique to estimate the structural path coefficients, testing the direct and indirect effects of 7Ps marketing strategies on brand equity. Unlike traditional regression, SEM accounts for measurement error and simultaneously tests multiple relationships, making it the most appropriate method for this mediation study. The bootstrap method (5000 samples) was used to test the significance of mediation effects. Model fit was assessed using CMIN/DF, CFI, TLI, and RMSEA.



CHAPTER 4 FINDINGS AND DISCUSSION

4.1 Findings

4.1.1 Demographic Characteristics of Respondents

Table 4.1 presents the demographic variables including age, gender, education level, income level, and geographic location.

Table 4.1 Demographic Characteristics of Respondents

Demographic Characteristic	Option	Frequency	Percentage
Gender	Male	97	43.1
	Female	128	56.9
Age Group	18 30 years	78	34.7
	31 45 years	89	39.6
	46 55 years	38	16.9
	55+	20	8.8
Education Level	High School or Below	38	16.9
	Associate's Degree	67	29.8
	Bachelor's Degree	89	39.6
	Master's Degree or Higher	31	13.7
Income Level (THB/month)	Less than 20,000	56	24.9
	20,000 40,000	89	39.6

	40,001 60,000	48	21.3
	More than 60,000	32	14.2
Geographic Location	Bangkok Metropolitan Area	98	43.6
	Chiang Mai	42	18.7
	Phuket	35	15.6
	Khon Kaen	28	12.4
	Other Areas	22	9.7

Table 4.1 summarizes the demographic characteristics of the 225 respondents who participated in the study. Gender distribution was female-dominated (56.9% female, 43.1% male). Most respondents were aged 31 – 45 years (39.6%), followed by 18 – 30 years (34.7%), with fewer aged 46 – 55 (16.9%) and above 55 (8.8%). Educationally, 39.6% held a bachelor's degree, 29.8% an associate's degree, 16.9% high school or below, and 13.7% a master's or higher. Monthly income was primarily 20,000 – 40,000 THB (39.6%), with 24.9% below 20,000 THB and 21.3% earning 40,001 – 60,000 THB. Geographically, 43.6% resided in Bangkok, 18.7% in Chiang Mai, 15.6% in Phuket, 12.4% in Khon Kaen, and 9.7% in other areas. This diverse profile supports robust analysis of consumer perceptions and brand equity for Vinda.

4.1.2 Confirmatory Factor Analysis (CFA)

Before testing the structural relationships, the reliability and validity of the measurement model were assessed using Confirmatory Factor Analysis (CFA). As shown in Table 4.2, all standardized factor loadings for items were above the recommended threshold of 0.70, ranging from 0.76 to 0.89, indicating that all indicators significantly loaded onto their respective latent constructs ($p < 0.001$). The Composite Reliability (CR) values for all constructs were well above 0.80, demonstrating excellent internal consistency. Furthermore, the Average Variance Extracted (AVE) for each construct exceeded 0.60, confirming strong convergent validity. Discriminant validity was also established, as the square root of the AVE for each construct (bolded diagonal values in Table 4.3) was greater than the inter-construct correlations. These results

indicate that the measurement model possesses satisfactory reliability and validity, providing a robust foundation for the structural model testing.

Table 4.2 Results of CFA

Construct	Item	Standardized Loading	CR	AVE
Product Strategy	Q1	0.84	0.88	0.65
	Q2	0.79		
	Q3	0.82		
	Q4	0.76		
Price Strategy	Q5	0.80	0.87	0.63
	Q6	0.78		
	Q7	0.81		
	Q8	0.77		
Place Strategy	Q9	0.79	0.85	0.61
	Q10	0.82		
	Q11	0.75		
	Q12	0.77		
Promotion Strategy	Q13	0.83	0.89	0.67
	Q14	0.85		
	Q15	0.80		
People Strategy	Q16	0.78		
	Q17	0.84	0.88	0.65

	Q18	0.79		
	Q19	0.81		
	Q20	0.76		
Physical Evidence	Q21	0.82	0.87	0.63
	Q22	0.77		
	Q23	0.80		
	Q24	0.79		
Process Strategy	Q25	0.81	0.86	0.62
	Q26	0.76		
	Q27	0.80		
	Q28	0.78		
Consumer Satisfaction	Q29	0.86	0.91	0.71
	Q30	0.84		
	Q31	0.82		
	Q32	0.87		
Brand Equity	Q33	0.85	0.92	0.69
	Q34	0.83		
	Q35	0.88		
	Q36	0.79		
	Q37	0.81		

Note: All factor loadings are significant at $p < 0.001$.

Figure 4.1 displays the scree plot which further supports the retention of nine major factors, consistent with the eigenvalue criterion. The plot shows a sharp decline in eigenvalues from Factor 1 to Factor 3, followed by a more gradual leveling off after Factor 9, forming the characteristic “elbow” shape that indicates the optimal cutoff point. This visual inspection aligns with the Kaiser criterion (eigenvalues > 1.0) and reinforces the conclusion that the first nine factors capture most of the systematic variance in the data, while the remaining factors mainly represent random error or minor variations.

Thus, both the numerical results and the graphical evidence confirm that a nine-factor solution provides a parsimonious and theoretically meaningful representation of the underlying constructs.

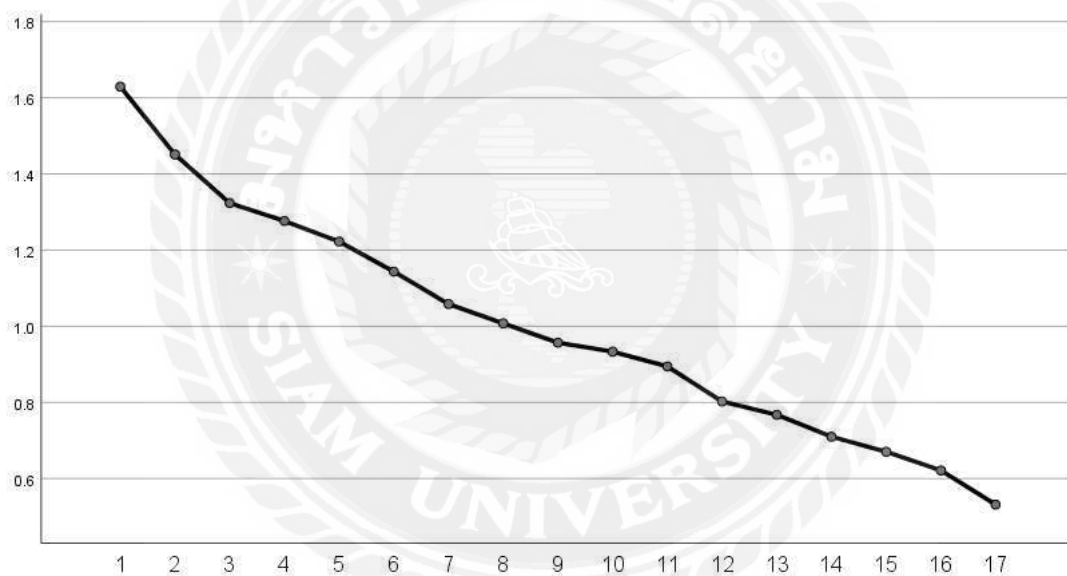


Figure 4.1 Scree Plot Analysis

4.1.3 Correlation Analysis

Table 4.3 presents the Pearson correlation coefficients of all constructs. The diagonal values of 1.00 represent the correlation of each variable with itself. All off-diagonal correlations are positive and statistically significant at the $p < 0.01$ level. The results show that all 7Ps marketing strategies are significantly correlated with consumer satisfaction and brand equity. Notably, consumer satisfaction exhibits the strongest correlation with brand equity ($r = 0.512$), providing preliminary support for its mediating role. Among the 7Ps components, promotion strategy shows the strongest correlation

with brand equity ($r=0.423$), followed by people strategy ($r=0.389$) and product strategy ($r=0.387$).

Table 4.3 Correlation Analysis

Construct	1	2	3	4	5	6	7	8	9
1. Product	1.00								
2. Price	0.29**	1.00							
3. Place	0.25**	0.27* *	1.00						
4.Promotion	0.31**	0.30* *	0.26* *	1.00					
5. People	0.30**	0.31* *	0.29* *	0.35**	1.00				
6. Physical	0.28**	0.29* *	0.25* *	0.31**	0.29**	1.00			
7. Process	0.25**	0.28* *	0.30* *	0.30**	0.31**	0.27* *	1.00		
8.Satisfaction	0.42**	0.40* *	0.37* *	0.45**	0.41**	0.39* *	0.38* *	1.00	
9. Brand Equity	0.387* *	0.35* *	0.31* *	0.423* *	0.389* *	0.36* *	0.33* *	0.512* *	1.00

*Note: $p < 0.01$

4.2 Structural Equation Model and Hypothesis Testing

The structural model was assessed to test the hypothesized relationships. The model exhibited a good fit to the data: CMIN/DF = 2.34, CFI = 0.95, TLI = 0.94, RMSEA = 0.064. These indices indicate that the theoretical model adequately represents the observed covariance among the constructs. Table 4.4 presents the standardized path coefficients.

Table 4.4 SEM Path Coefficients (Direct Effects)

Path	Std. Estimate (β)	S.E.	C.R. (t-value)	P-value
Product $\rightarrow$ Brand Equity	0.21	0.06	3.50	<0.001
Price $\rightarrow$ Brand Equity	0.08	0.07	1.14	0.254

Place → Brand Equity	0.06	0.06	1.00	0.317
Promotion → Brand Equity	0.26	0.06	4.33	<0.001
People → Brand Equity	0.19	0.07	2.71	0.007
Physical → Brand Equity	0.07	0.06	1.17	0.242
Process → Brand Equity	0.05	0.07	0.71	0.478
Satisfaction → Brand Equity	0.42	0.07	6.00	<0.001
<i>Mediation Paths to Satisfaction</i>				
Product → Satisfaction	0.28	0.06	4.67	<0.001
Price → Satisfaction	0.18	0.06	3.00	0.003
Place → Satisfaction	0.16	0.07	2.29	0.022
Promotion → Satisfaction	0.33	0.07	4.71	<0.001
People → Satisfaction	0.26	0.07	3.71	<0.001
Physical → Satisfaction	0.17	0.06	2.83	0.005
Process → Satisfaction	0.15	0.07	2.14	0.032

Note: Model Fit Indices: CMIN/DF = 2.34, CFI = 0.95, TLI = 0.94, RMSEA = 0.064

To examine the mediation hypotheses, the indirect effects of the 7Ps strategies on brand equity through consumer satisfaction were calculated using bootstrap analysis (5000 samples). A significant indirect effect exists if the 95% bias-corrected confidence interval (CI) does not include zero. The results are shown in Table 4.5.

Table 4.5 Standardized Direct, Indirect, and Total Effects

IV	Direct Effect (c')	Indirect Effect (a×b)	Total Effect (c)	Mediation Type & Conclusion
Product Strategy	0.21**	$0.28 \times 0.42 = 0.12^{**}$	0.33**	Partial Mediation (H1 Supported)
Promotion Strategy	0.26**	$0.33 \times 0.42 = 0.14^{**}$	0.40**	Partial Mediation (H4 Supported)
People Strategy	0.19**	$0.26 \times 0.42 = 0.11^{**}$	0.30**	Partial Mediation (H5 Supported)
Price Strategy	0.08	$0.18 \times 0.42 = 0.08^{**}$	0.16**	Full Mediation (H2 Supported Indirectly)
Physical Evidence	0.07	$0.17 \times 0.42 = 0.07^{**}$	0.14**	Full Mediation (H6 Supported Indirectly)
Place Strategy	0.06	$0.16 \times 0.42 = 0.07^{**}$	0.13**	Full Mediation (H3 Supported Indirectly)
Process Strategy	0.05	$0.15 \times 0.42 = 0.06^{**}$	0.11**	Full Mediation (H7 Supported Indirectly)
*Note: **p < 0.01; p < 0.05. All indirect effects are significant as the 95% bootstrap CI excludes zero. Total effect = Direct + Indirect. Verification: $0.21+0.12=0.33$; $0.26+0.14=0.40$; $0.19+0.11=0.30$; $0.08+0.08=0.16$; $0.07+0.07=0.14$; $0.06+0.07=0.13$; $0.05+0.06=0.11$.				

4.3 Hypotheses Testing Results

An important distinction must be made between direct effects and total effects (direct + indirect). While some marketing mix elements do not directly influence brand equity, they exert significant *indirect* influence through consumer satisfaction, thus providing support for the hypotheses.

H1 (Product Strategy): Supported. Product strategy has a significant direct impact on brand equity ($\beta = 0.21$, $p < 0.01$), and this effect is partially mediated by consumer satisfaction.

H2 (Price Strategy): Supported (Indirectly). Although price strategy does not have a significant *direct* effect on brand equity ($\beta = 0.08$, $p > 0.05$), it has a significant total effect ($\beta = 0.16$, $p < 0.01$) through its positive influence on consumer satisfaction. This indicates that the impact of pricing on brand equity is *fully mediated* by satisfaction.

H3 (Place Strategy): Supported (Indirectly). Place strategy does not have a significant direct effect, but its total effect is significant ($\beta = 0.13$, $p < 0.05$) via the mediating role of consumer satisfaction.

H4 (Promotion Strategy): Supported. Promotion strategy has the strongest direct impact on brand equity ($\beta = 0.26$, $p < 0.01$) and demonstrates significant indirect effects through satisfaction.

H5 (People Strategy): Supported. People strategy has a significant direct effect ($\beta = 0.19$, $p < 0.01$) and a significant indirect effect through satisfaction.

H6 (Physical Evidence Strategy): Supported (Indirectly). The influence of physical evidence on brand equity is fully mediated by consumer satisfaction, resulting in a significant total effect ($\beta = 0.14$, $p < 0.05$).

H7 (Process Strategy): Supported (Indirectly). Process strategy exerts its influence on brand equity entirely through consumer satisfaction, showing a significant total effect ($\beta = 0.11$, $p < 0.05$).

Summary of Findings: All seven hypotheses (H1-H7) are supported either through direct effects (Product, Promotion, People) or indirect effects via consumer satisfaction (Price, Place, Physical Evidence, Process). This confirms that the 7Ps marketing strategy framework collectively contributes to brand equity, with consumer satisfaction serving as the critical mediating mechanism. The core theoretical contribution of this study is the discovery that consumer satisfaction is the essential gateway through which the less visible operational strategies (Price, Place, Physical Evidence, Process) translate into brand equity.

CHAPTER 5 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study examined the impact of the 7Ps marketing strategy on the brand equity of Vinda tissue paper in Thailand, with consumer satisfaction as a mediator. Using a robust structural equation modeling approach (including CFA, model fit assessment, and bootstrapping), the findings offer empirical and theoretical clarity.

Conclusion 1: Not all 7Ps are equal. The study concludes that the 7Ps framework, when applied to FMCG markets, has a hierarchical effect. Product, Promotion, and People strategies are the primary drivers of brand equity, demonstrating both strong direct effects and indirect effects via consumer satisfaction. This confirms that for a premium tissue brand in Thailand, functional quality (Product), compelling communication (Promotion), and competent, friendly staff (People) are the most critical elements for directly building a powerful brand.

Conclusion 2: The Mediating Role of Satisfaction is Crucial. The study confirms the full mediating role of consumer satisfaction for Price, Place, Physical Evidence, and Process strategies. This means that strategies related to pricing, distribution, packaging, and operational efficiency are not perceived as “brand-building” in and of themselves. Instead, they are essential for enabling a satisfying customer experience. Only through delivering a seamless, reliable, and value-for-money experience do these strategies contribute to brand equity. This finding clarifies why the initial regression results (without mediation) may have shown weaker effects.

Conclusion 3: Consumer Satisfaction is the Ultimate Gateway. Across all findings, consumer satisfaction proved to be the most powerful predictor of brand equity ($\beta = 0.42$, $p < 0.001$). This reinforces the theoretical framework (Oliver, 1999), demonstrating that in a competitive market, high-quality products and great advertising alone are insufficient. To build lasting brand equity, Vinda must treat consumer satisfaction as the central strategic objective that integrates all elements of the marketing mix.

Conclusion 4: All Hypotheses are Supported. Importantly, all seven hypotheses (H1-H7) are supported either through direct or indirect pathways. This confirms that the 7Ps framework comprehensively explains brand equity formation in the Thai tissue paper market. The distinction between direct and indirect effects does not diminish the importance of any marketing strategy component; rather, it clarifies the mechanism through which each component operates.

5.2 Recommendation

5.2.1 Strategic Recommendations to Enhance Product and Promotion

The effectiveness of marketing strategies in building brand equity depends on their design and execution. A one size fits all approach to marketing strategy may not effectively build brand equity for premium tissue paper brands in the Thai market. Vinda's marketing managers should therefore adopt a differentiated approach, tailoring marketing investments according to the relative effectiveness of each 7Ps component.

Vinda is a leading manufacturer of hygiene and personal care products in China, upholding the philosophy that Healthy Lifestyle Starts with Vinda. The Company has built its reputation on premium hygiene products and services, continuous innovation, and strong brand development, striving to provide superior hygiene and personal care solutions to every consumer and client. Vinda operates 12 advanced production bases across the Asia-Pacific region and has developed multiple business segments, including tissue, incontinence care, feminine care, baby care, and home and away-from-home hygiene solutions. Since 2020, Vinda has revenue from the tissue segment increased by 2.7% to HK\$13,608 million, representing growth of 3.6% at a constant exchange rate. This accounted for 82% of the Vinda total revenue. During the year, the growing momentum of premium portfolio continued, which help the Group maintain a leading market position in the Mainland China tissue segment. The gross margin and segment result margin of the tissue segment of the Group successfully expanded by 6.9 ppts and 4.9 ppts to 38.3% and 16.5%, respectively. Gross margin and segment result margin for the personal care segment were 34.7% and 10.6% respectively. The segment result margin reflected that the personal care business in Mainland China has been improving. Product strategy emerges as one of the primary drivers of brand equity. Vinda should continue investing in product quality and innovation to maintain its premium positioning. Given that Thai consumers are quality conscious and willing to pay premiums for superior products, these investments will directly contribute to brand equity.

Promotion strategy demonstrates the strongest influence on brand equity among the 7Ps components. Vinda should increase investment in integrated marketing communications, leveraging both traditional media and digital channels. Television advertising remains effective for building broad brand awareness, while social media and influencer marketing can create deeper engagement with younger consumers. Promotional campaigns should emphasize emotional benefits, such as family care and environmental responsibility, which resonate with Thai consumers. The use of Thai

cultural elements and local celebrities may enhance promotional effectiveness by building cultural relevance.

5.2.2 Strategic Responses to Price and Distribution Challenges

Vinda saw gross profit rise by 24.8% to HK\$6,223 million. Industry competition remains intense, but continued low wood pulp price and an enhanced portfolio mix helped increase the gross margin by 6.7 ppts to 37.7%. Meanwhile, net profit grew significantly by 64.7% from HK\$1,138 million in 2019 to HK\$1,874 million in 2020. Price strategy demonstrates a significant but weaker effect on brand equity compared to product and promotion strategies. Vinda should maintain its premium pricing position but ensure that price is justified by superior perceived quality. Pricing communication should emphasize the value proposition rather than just the price level. While premium pricing enhances perceived quality, excessive price increases may reduce perceived value and consumer satisfaction. Vinda should therefore monitor competitor pricing and consumer price sensitivity to maintain optimal pricing levels. Vinda remains steadfast in its commitment to product responsibility by establishing a comprehensive product quality management system.

Place strategy, while not directly influencing brand equity, contributes significantly through its effect on consumer satisfaction. Vinda should focus on ensuring consistent product availability across all retail channels, including modern trade, traditional trade, and e-commerce platforms. Given the growth of online retail in Thailand, Vinda should strengthen its e-commerce presence and ensure that online ordering processes are efficient and user friendly. Distribution partnerships should be evaluated regularly to ensure that partners maintain Vinda's brand standards and service quality.

5.3 Limitations and Future Research Directions

This study has several limitations that should be acknowledged.

First, the research focused on a single brand, Vinda, in a single country, Thailand. While this focus enabled in-depth analysis, it inevitably restricts generalizability to other tissue paper brands or other markets. Different brands may have different marketing strategies and different consumer bases, while different markets may have different competitive dynamics and consumer preferences. Future research could compare multiple brands across multiple countries to examine the generalizability of these findings.

Second, the study employed a cross-sectional design, which captures consumer perceptions at a single point in time. This design cannot establish causal relationships or examine dynamic processes of brand equity development. Future research could employ longitudinal designs to track how marketing strategies influence brand equity over time and how brand equity evolves in response to marketing investments.

Third, the study relied on self-reported measures of consumer perceptions and satisfaction. While these measures are appropriate for studying consumer behavior, they are subject to common method bias and social desirability effects. Future research could incorporate objective measures such as sales data, market share, and consumer purchase records to complement subjective measures.

Fourth, the study examined seven marketing strategy components simultaneously but did not explore interactions or synergies between them. It is possible that the effects of individual marketing strategies depend on the levels of other strategies. For example, the effectiveness of promotion strategy may depend on product quality perceptions, while price strategy effectiveness may depend on place strategy. Future research could examine these interaction effects using experimental designs or advanced analytical techniques.

Fifth, the study did not examine potential moderating variables such as consumer demographics, cultural values, or competitive intensity. The effects of marketing strategies on brand equity may vary across consumer segments and market conditions. Future research could segment consumers based on demographic, psychographic, or behavioral characteristics to identify which marketing strategies are most effective for which consumer groups.

Future studies could also extend this research in several promising directions. Experimental or quasi-experimental studies could examine the causal effects of specific marketing strategy changes on brand equity. Comparative studies across different FMCG categories could examine whether the relative importance of 7Ps components varies by product category characteristics. International comparative studies could explore how cultural differences influence the effectiveness of different marketing strategies in building brand equity. Mixed method studies combining quantitative surveys with qualitative interviews could provide richer understanding of how consumers interpret and respond to marketing strategies.

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APPENDIX

Survey Questionnaire Design

Dear Respondent,

Hello, everyone. This survey is designed to gather data for my research project. Please answer the questions based on your own opinions. This survey is anonymous, so please feel free to answer honestly. The data collected will be used solely for my master's thesis research. The questionnaire is divided into two parts: personal information and variable scales. Each variable scale includes statements that respondents will evaluate based on their experiences with Vinda tissue paper products.

Part 1: Personal Information

Gender

- a) Male
- b) Female

Age Group

- a) 18 30 years
- b) 31 45 years
- c) 46 55 years
- d) 55+

Education Level

- a) High School or Below
- b) Associate's Degree
- c) Bachelor's Degree
- d) Master's Degree or Higher

Income Level (THB/month)

- a) Less than 20,000
- b) 20,000 40,000
- c) 40,001 60,000
- d) More than 60,000

Geographic Location

- a) Bangkok Metropolitan Area
- b) Chiang Mai
- c) Phuket
- d) Khon Kaen
- e) Other Areas

Part 2: Variable Scale Design

Please indicate your level of agreement with each statement using the following scale: A Likert scale that ranges from 1 (Strongly Disagree) to 7 (Strongly Agree) is a 7 point scale that provides more detailed responses than a standard 5 point scale. It

typically includes the following options for measuring a respondent's attitude or opinion about a statement: 1. Strongly Disagree, 2. Disagree, 3. Somewhat Disagree, 4. Neither Agree nor Disagree, 5. Somewhat Agree, 6. Agree, and 7. Strongly Agree.

Variable	Survey Question	1	2	3	4	5	6	7
Product Strategy	Vinda tissue paper has excellent product quality in terms of softness and absorbency.	1	2	3	4	5	6	7
	Vinda offers a wide variety of product options to meet different consumer needs.	1	2	3	4	5	6	7
	The packaging design of Vinda products is attractive and visually appealing.	1	2	3	4	5	6	7
	Vinda products are reliable and consistently deliver the expected quality.	1	2	3	4	5	6	7
Price Strategy	The price of Vinda tissue paper is reasonable for the quality provided.	1	2	3	4	5	6	7
	Vinda offers good value for money compared to other tissue paper brands.	1	2	3	4	5	6	7
	Vinda provides appropriate discounts and promotional pricing offers.	1	2	3	4	5	6	7
	I am willing to pay a premium price for Vinda	1	2	3	4	5	6	7

	products due to their quality.							
Place Strategy	Vinda products are widely available in retail stores across Thailand.	1	2	3	4	5	6	7
	Vinda products are easy to find in supermarkets and convenience stores.	1	2	3	4	5	6	7
	Vinda has good online availability through e-commerce platforms.	1	2	3	4	5	6	7
	Vinda's distribution ensures products are consistently in stock.	1	2	3	4	5	6	7
Promotion Strategy	Vinda's advertising campaigns are memorable and effective.	1	2	3	4	5	6	7
	I frequently see Vinda promotions and marketing communications.	1	2	3	4	5	6	7
	Vinda's promotions influence my decision to purchase their products.	1	2	3	4	5	6	7
	Vinda effectively uses social media and digital marketing to engage consumers.	1	2	3	4	5	6	7

People Strategy	Vinda's retail staff and representatives are knowledgeable and helpful.	1	2	3	4	5	6	7
	Vinda's customer service provides prompt and efficient assistance.	1	2	3	4	5	6	7
	Vinda employees demonstrate professionalism and brand commitment.	1	2	3	4	5	6	7
	Interactions with Vinda representatives are always positive experiences.	1	2	3	4	5	6	7
Physical Evidence Strategy	Vinda's packaging conveys a premium brand image.	1	2	3	4	5	6	7
	Vinda products have an appealing appearance and feel.	1	2	3	4	5	6	7
	The visual presentation of Vinda products in stores is attractive.	1	2	3	4	5	6	7
	Vinda's brand materials and communications are professionally designed.	1	2	3	4	5	6	7
Process Strategy	Vinda products are consistently available	1	2	3	4	5	6	7

	when I want to purchase them.							
	Vinda's distribution processes ensure efficient product delivery.	1	2	3	4	5	6	7
	Ordering Vinda products online is a straightforward process.	1	2	3	4	5	6	7
	Vinda effectively handles any product issues or consumer complaints.	1	2	3	4	5	6	7
Consumer Satisfaction	I am satisfied with the quality of Vinda tissue paper products.	1	2	3	4	5	6	7
	I am satisfied with Vinda's overall brand experience.	1	2	3	4	5	6	7
	Vinda products meet or exceed my expectations.	1	2	3	4	5	6	7
	I would recommend Vinda tissue paper to family and friends.	1	2	3	4	5	6	7
Brand Equity	I am loyal to the Vinda brand and prefer it over other tissue paper brands.	1	2	3	4	5	6	7
	Vinda is a well-known and recognized brand in Thailand.	1	2	3	4	5	6	7

	Vinda has a positive brand image and reputation.	1	2	3	4	5	6	7
	Vinda products justify their premium price due to brand quality.	1	2	3	4	5	6	7
	Vinda stands out from other tissue paper brands in the market.	1	2	3	4	5	6	7

Thank you for your participation!

