

**TO EXPLORE THE KEY FACTORS THAT AFFECT REPEAT  
PATRONAGE INTENTION FOR SHABU CUSTOMERS  
IN BANGKOK**



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**ABSTRACT**

The purpose of this study is to explore the key factors that influence people to repeat their visit to a shabu restaurant. One of the key factors to maintain and become successful in the restaurant business is to keep your first-time customer repeat. Several research proves that it is more cost-effective to maintain existing customers rather than attracting new customers. Therefore, in order to sustain in the restaurant business, a restaurant should be able to satisfy and maintain their existing customers. The main reason that a customer tends to revisit the same restaurant is that they are satisfied with the overall experience including the food, service, and physical environment. Therefore, in this research, I use qualitative research method by in-depth interview of 8 regular shabu customers and 2 experienced shabu restaurateurs in Bangkok. The result shows that food quality is the most significant factor that affects customer satisfaction and intention to repeat the visit. Physical environment and service quality also influence customer satisfaction respectively. However, further studies can be done to examine the difference of shabu customers' expectations from different regions outside Bangkok.

**KEY WORDS:** Shabu / Customer Satisfaction / Repeat Patronage Intention / Perceived Value / Customer Expectations

25 pages

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# CHAPTER I

## INTRODUCTION

### 1.1 Background

The food and beverage industry is a growing industry worldwide including Thailand. However, due to urbanization, people's lifestyles have evolved and become more rushed. In 2018, approximately up to 55 percent of the world population lived in cities and it is expected to reach 68% by 2050 (Restaurant Industry Trends, 2019). People tend to cook at home less and dine out more because it is more convenient. Fast-casual restaurants are becoming more popular and with sales, forecast to grow 6.8 percent in 2019 (Romeo, 2018). Nowadays, consumers are becoming more health-conscious and paying more attention to food quality and organic ingredients (National Restaurant Association, 2018). Shabu is one of the healthy choices that people consider when they choose to eat in restaurants. Restaurant businesses are still growing and becoming more competitive. In Bangkok, there are many restaurant brands that sell shabu and hotpot. To open a shabu restaurant, either as a franchise or your own brand, there are many variables and factors to consider such as location, food quality, service quality, physical environment, and brand awareness. Restaurateurs' job is to manage the restaurants and maintain their food and service quality standard to achieve customer satisfaction. In order to survive in the restaurant business, the restaurant must turn their customers into regular customers. The National Restaurant Association (2018) claimed that 60 percent of the sales in the fast-casual and quick-service restaurant come from repeat customers.

In this report, I will focus on the factors that make the Thai consumers of shabu restaurants repeat their consumption at the same restaurant. The context of this research will emphasize the small shabu restaurants in Bangkok. I will analyze why customers repeat their consumption and become regular customers. I will also compare the findings with the literature review to find the similarity and differences in the context of local shabu restaurants in Bangkok with the restaurants in general. There might be



some differences in terms of expectation and perceived quality from Thai consumers and foreign consumers due to the culture difference variations.

## **1.2 The Research Question of This Study**

What are the key factors that affect repeat patronage intention for shabu customers in Bangkok?

## **1.3 Study Purpose**

To understand what factors/variables in shabu restaurants that should be considered and emphasized in order to meet or exceed customer expectations to enhance brand loyalty by increasing repeat purchase patronage.

## **1.4 Expected Benefits**

The research findings will benefit the shabu restaurant owners who want to improve their existing restaurants or any entrepreneur who would like to open a new shabu or related restaurant. Customers in most businesses are willing to repurchase and become loyal to a brand when they are satisfied with the products or services they receive. Han (2009) affirmed that customer loyalty relies predominantly on customer satisfaction. Therefore, in order to sustain as a restaurant business, the restaurateur must be able to maintain its existing customers to develop its brand loyalty.

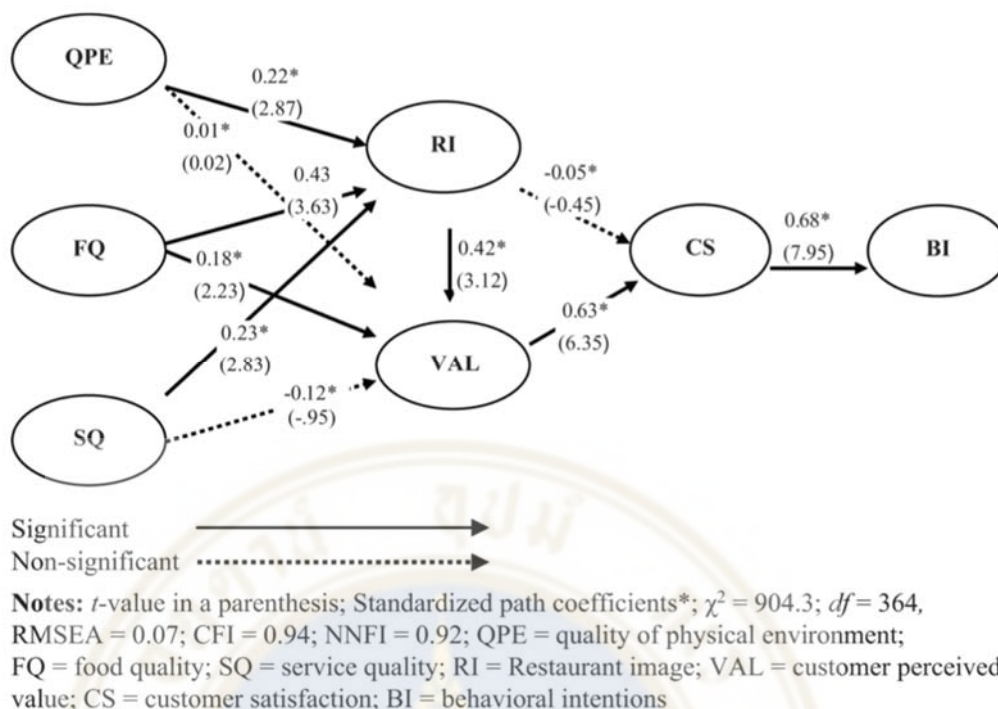
## **CHAPTER II**

### **LITERATURE REVIEW**

The concept of customer loyalty has been studied for decades. There is much research related to consumer behavior in the restaurant business and food industry. In the restaurant business, consumers tend to be more loyal if the food is delicious and has a variety of choices (Güzel, 2018). It is also more cost-efficient for marketing and business's sustainability to satisfy the customers and keep them rather than always attract new customers. By continuously improving the restaurant, the customers will be satisfied, and the sales will increase simultaneously (Omar, M. S., Ariffin, H. F., & Ahmad, R., 2014).

According to Ryu, Lee and Kim's study, there are three key factors that can affect the behavioral intention of the consumer. The study showed that customer's loyalty is reflected from their satisfaction with the product and services they receive. Ryu, Lee, and Kim (2012) had developed a conceptual model to explicit the relationship of different variables that reflect restaurant quality in three dimensions; quality of physical environment, food quality, and service quality. These three factors will influence the restaurant image and customer perceived value.

Based on the study of Ryu, Lee, and Kim (2012), the research was conducted by collecting data from 300 customers in an upscale Chinese restaurant in the USA from October to November in 2008. The result showed that the restaurant image was significantly determined by all three elements which are quality of physical environment, food quality, and service quality. However, the food quality was the only significant predictor of customer perceived value while the physical environment and service quality were not found to be significant indicators for customer perceived value. Moreover, customer satisfaction is substantially influenced by customer perceived value rather than restaurant image.



**Figure 2.1 Behavioral Intentions for restaurants**

Source: Ryu, Lee, and Kim (2012)

Although the restaurant image did not present directly as a predictor of customer satisfaction, it was a determinant for customer perceived value which also influenced customer satisfaction. The behavioral intentions to repurchase and communicate through word-of-mouth can be influenced primarily by customer satisfaction. Therefore, food quality was the most important and significant determinant of restaurant image and customer perceived value. It is also a major antecedent to achieve customer satisfaction and positive behavioral intention (Ryu, Lee, & Gon, 2012).

## 2.1 Service Clues

The clues for service customers are quite limited to determine the overall customer experience due to the intangible nature of services (Han & Ryu, 2009). To be compared to Wall and Berry's (2007) study, it showed that customer satisfaction and perception are based on customer experience in a specific restaurant. As we know that customer repeat patronage relies on the satisfaction they receive from the restaurant,

there are three types of clues that can signal and guide the customers how they perceive and expect from a restaurant.

The first signal is functional clues. They are the technical quality of food and services provided by the restaurant. Customers will judge the functionality and reliability of the food such as whether the food is clean, tasty and served within expected time (Wall & Berry, 2007). Functional clues are the food quality factor and also a part of the service quality factor in the conceptual model shown in Figure 2.1.

The second signal is mechanic clues. They can be actual objects, the atmosphere and physical environment of a restaurant. Research shows that the physical environment can intensely determine people's cognition and emotion. The mechanic clues are used to create attention and convey a message to the consumer. The smell, sound, and color can attract consumers who walk or drive past the restaurant. It was found that music volume and tempo can impact on the amount of money and time that people spent in restaurants (Wall & Berry, 2007). The mechanic clues can be reflected in the quality of the physical environment variable in the conceptual model shown in Figure 2.1.

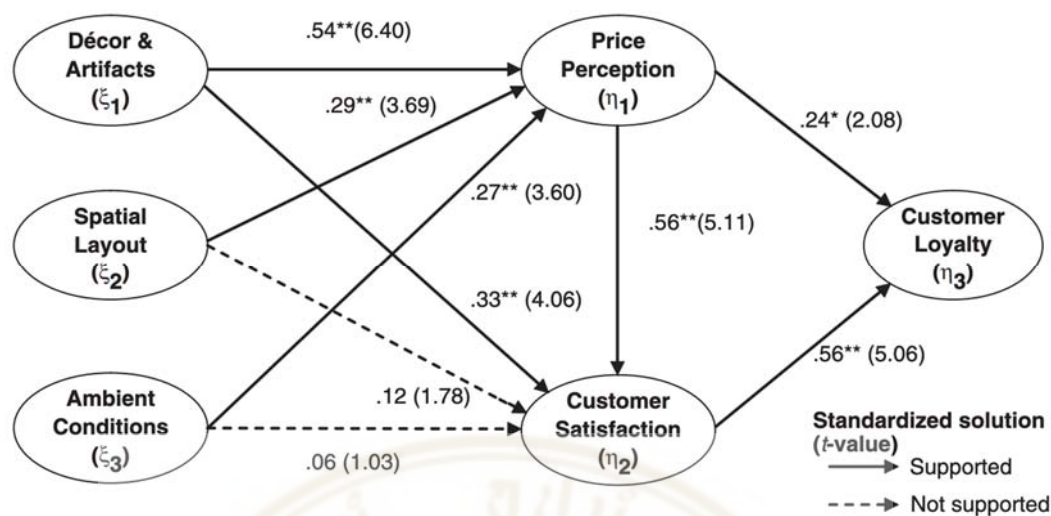
The last signal is the humanic clues that are provided by the frontline staff. They are the appearance and performance of the workers in the restaurant including choice of words, level of enthusiasm, body language, neatness and how they respond to customer complaints (Berry, Wall & Carbone, 2006). Even though the food is prepared and served properly, the customer experience can be devastated by the impoliteness of the staff. The study reflected that humanic clues were more important in influencing service quality perception, especially for casual-dining restaurants. It showed that positive humanic clues can overcome negative mechanic clues (Wall & Berry, 2007). Therefore, it is very crucial for a restaurant to maintain both the quality of food and services, the standard of employees as well as the physical environment to convey the right and consistent signal to the customers. The humanic clues are included in the service quality factor of the conceptual model in Figure 2.1

## 2.2 Quality of physical environment

The physical environment is important in the service industry as it can enhance or suppress customers' feelings and emotions. It is more related to emotional states than cognitive perception, especially in hedonic consumption situations. Shabu or hot pot restaurants are regarded as a place where people usually spend time eating with their friends and family. Unlike normal street food shops and fast-food restaurants, where people just want to have their food and leave. Therefore, the perception and expectation of shabu restaurant customers are different from those restaurants. Businesses that are related to hedonic consumption require more than just perceived service quality, whether the menu is served quickly and correctly (Ryu & Jang, 2007). Russell and Pratt mentioned that levels of pleasure and arousal in a hedonic service can potentially influence customer satisfaction and their subsequent behavior (Ryu & Jang, 2007). Servicescape is physical evidence such as lighting, decoration, layout, sound, odor, and scent. It is defined as "the man-made, physical surroundings as opposed to the natural or social environment" (Ryu & Jang, 2007).

According to Han and Ryu's (2009) research, they use the conceptual framework to illustrate the relationship of price perception and customer satisfaction on customer loyalty through the three components of the physical environment. The three elements are decor and artifacts, spatial layout, and ambient conditions. Decor and artifacts are the overall aesthetic impression including the material of construction and decoration, picture, wall, ceiling, tableware, and furniture. The spatial layout is the pattern and setting of the furniture and equipment to utilize the use of customers. Setting the spatial layout effectively can enhance the workflow for the staff and make the customers feel comfortable. It also avoids the restaurant customers from feeling congested. Ambient conditions are the intangible background characteristics such as air quality, noise, scent, and lighting. Positive ambience can affect the enjoyment of a restaurant, as well as the positive attitude and behavior toward the restaurant (Han & Ryu's 2009).





**Figure 2.2** Factors of physical environment that influence customer loyalty for restaurant

Source: Han and Ryu's, 2009)

The result of Han and Ryu (2009) showed that decor and artifact was the most significant factor of price perception and customer satisfaction while the spatial layout and ambient conditions only affect the price perception. They had no significant direct effects on customer satisfaction. Price perception can influence customer satisfaction directly and influence customer loyalty indirectly through customer satisfaction. Moreover, price perception and customer satisfaction are significant predictors for customer loyalty. The research also suggested extending further study in loyalty development.

Basically, customers will not revisit a restaurant when they think that the price is higher than their perceived value. The menu pricing of a restaurant mainly determines the reasonableness of price perception for its customers. Moreover, customers' expectations for the physical environment are high because they want to enjoy their dining experience in a pleasant atmosphere. Therefore, developing the quality of food and service, along with innovating the pleasurable and comfortable environment in a restaurant can increase price perception in customers' minds. Consequently, the increase in price perception would influence customer satisfaction as well as their behavior positively. It is recommended that restaurateurs should invest in decor and artifacts in order to create uniqueness apart from the competitors. Concurrently, they should adjust the physical environment related to the spatial layout and ambience with a limited budget. For example, they can rearrange the seating and cashier or monitor the temperature

and the background music volume to suit the target customers of a specific restaurant (Han & Ryu's, 2009). This finding also supports previous studies that customer satisfaction is a powerful determinant of people's behavior and decision-making processes.

Ariffin explained that “planning and executing design and layout must be made meticulously to ensure that atmospheric elements in a restaurant will later paint the desired experience to patronizing customers” (Omar, Ariffin, & Ahmad, 2014). Consequently, the physical environment can affect consumer's repurchase intentions and their consumers' repeat patronage. The research of Han and Ryu (2009) refers to physical surroundings and price perception can strongly affect customer satisfaction and enhance customer loyalty. According to Mehrabian and Russel's theory, physical environment can result in people behavior in two ways; approach and avoidance. Therefore, many restaurants develop and innovate their atmosphere to persuade and attract customers as well as creating restaurant image.

Barber and Goh (2011) described the physical environment that includes ambient conditions, facility design and social factors. Ambient conditions are non-visual aspects such as temperature, scent, and music. Facility design can be classified as functional or aesthetic. And social factors are associated with the types and interactions of people in the restaurant, both staff, and customers. Their research concentrated on the cleanliness of the facilities, personal hygiene items, and the physical environment. The findings of the research indicate that female customers are more concerned about the cleanliness of a restaurant than male customers. The cleanliness and sanitation of employees, restrooms and building exterior are significant aspects that can affect customers' decision whether to return to the restaurant or not (Barber & Goh, 2011).

It is recommended that restaurants have to be customer-oriented. The owners must be able to identify customer needs to satisfy them and increase retention. Although it is not guaranteed that satisfied customers will return, it is quite definite those who are dissatisfied will not return (Barber & Goh, 2011). Thus, restaurateurs need to examine their physical evidence and their employees need to provide services with reliability, responsiveness, empathy, and assurance. Although food and services are the hygiene factors and should be of adequate quality, the delightful physical environment could have positive impacts on customer attitude toward the restaurant. It could influence customer behavioral intentions such as repeat patronage and positive word-of-mouth.

## **CHAPTER III**

### **METHODOLOGY**

#### **3.1 Primary Data Collection Method**

After I have analyzed the secondary data in the previous chapter of literature reviews from studies and research related to repeat patronage intention in restaurant businesses, I have found some conceptual frameworks to elaborate on the concept of customer loyalty. However, there has not been any research that focuses particularly on shabu restaurants in Bangkok. Since this research is about finding out the factors that influence restaurant customers' behavioral intention, it is designed to understand the experience and attitude of regular customers of a shabu restaurant. Thus, the qualitative method of in-depth interviews is appropriate to be used in this research to analyze why they become regular customers in a specific shabu restaurant (McCusker, 2015). As the author has been in the restaurant business for 2 years, he will also apply his experience with the customers' comments and complaints related to customer satisfaction. The experience in his shabu restaurant would help the author to clearly understand customers' expectations and be useful for developing interview questions.

#### **3.2 Interview Method**

The findings of this research will be collected and analyzed through a qualitative research method to understand Thai customers' behavioral intentions. The research will be conducted by the interactive in-depth interview as the following:

##### **3.2.1 Sample selection**

In this research, the selected interviewees include 8 of regular customers of shabu restaurants who eat shabu at the same restaurant at least once a month. They are from different ages ranging from teenagers to adults to see the common and distinct expectations from different groups of customers. Since this research will emphasize on



the shabu restaurants in Bangkok, all of the selected samples of restaurant customers will be Thai since they are the main target customers. Moreover, to gain a wider perspective of customer behavior, this research will also include 2 experienced shabu restaurateurs in the interview from different restaurants. One of them operates the restaurants on Ratchaphruek Road with her family. The other owner founded the BBQ and shabu restaurant with his partner in Yotse, Bangkok.

### **3.2.2 Develop open-ended questions**

The questions will be open-ended which are developed based on the theories founded in the literature review. The structural model of Ryu, Lee, and Kim (2012) in Figure 1 shows the concept of restaurant customer behavioral intention which is resulted from their experience and satisfaction in a specific restaurant. There are 3 main variables that I will focus on which are the food quality, service quality, and physical environment. A list of questions, shown in table 3.2 below, is created to see the level of importance in each factor that influences the repeat patronage of customers. Unlike the questionnaire method, the interviewer could learn and probe by asking follow-up questions based on the answers given by the interviewee. This technique is very useful to understand interviewee's answers and their thought deeper and clearer. Because the interview is a two-way communication, the interviewer can clarify by asking further questions if the answers are unclear. However, the quality of data collected from the interview also relies on the ability of the interviewer to probe the question to get the true meaning and interpret the answers as well as the body language of the interviewees (Gill, Stewart, Treasure, & Chadwick, 2008). It is very important that the questions are not leading and double-barreled. Otherwise, the collected data might be inaccurate and biased.

## **CHAPTER IV**

### **FINDINGS AND DATA ANALYSIS**

#### **4.1 Qualitative Analysis**

There are two parties in this research, regular customers and the owners of shabu restaurants in Bangkok. The findings reflect that each customer may perceive differently due to their income and personal preference. However, there are some key factors that can effectively influence their intention to revisit and become regular customers of a shabu restaurant. The interviews were conducted to study and understand how the customers perceive from the food, service and physical environment. The findings also affirm the theories from the literature review that customers are likely to revisit and become a regular customer when they are satisfied.

#### **4.2 Customers' Viewpoint**

According to the stated factors, some factors showed a similarity between the responses of the customers, where some showed a slight difference.

In terms of food quality, all eight respondents agree that food quality is one of the most important criteria when choosing a returnable shabu restaurant. For a shabu restaurant, the ingredients need to be fresh and clean as one of the important variables. In addition, the sauce and soup need to have a reasonable amount of monosodium glutamate and also have great taste. About the taste, the freshness, sauce, and monosodium glutamate play an important part in their viewpoints. Additional responses also claim that shabu is viewed as healthy food. The consistency of food quality is also a must. Several respondents said that they would not return to the restaurant if the food quality has dropped. A few respondents answered with "As an example, I will not return to a restaurant in years if they have failed me once. I rarely give the restaurant a second chance." Regarding the expectations of the respondents, desserts are not specifically expected by them. For example, they tend to focus more on the meat and vegetables, it

is good that there are desserts to destroy the after-taste of the meat rather than the main attraction”. However, some mentioned that if the dessert is really high quality and was really recommended by a friend, they would also come and eat here. For example, “When I heard that a certain place serves Haagen-Daz ice cream, or that that place has a rare panna cotta, it certainly makes me want to go there!”. About alcoholic beverages, the respondents answered that they could not imagine the combination or it would not be suitable, however, they would definitely try if there are such restaurants.

In terms of physical environment, all of the respondents expressed that it is important to have a clean and pleasing visible environment, whereas some said, “The space between each table must have some kind of privacy where the others [table] would be not be able to listen to our conversation.” Most respondents showed the importance of a comfortable atmosphere. Parking space can potentially increase their intention to come as it enhances their convenience. All respondents agreed that any music will heighten their enjoyment when eating, however, the music has to not be too loud that it obstructs their interaction quality or eating enjoyment.

In terms of service quality, the staff is required to help the customers each time they are called. If the wait is long, the customers will become irritated. Even though the respondents do not expect to be remembered, they are impressed when the waiters can remember their favorite menu. An acceptable wait time is 5 minutes and most. In addition, the staff must be polite and welcoming to the customers. A customer once said that their 3 friends including him have banned a restaurant due to the bad service received from the staff. Respondents have mixed answers on the topic of self-service. Some prefer to choose the ingredients by themselves, but some preferred to have the staff serving the ingredients to the table. In the cooking process, every respondent agreed that they prefer to cook by themselves with some exceptions, for example, it is their first time so they need to be taught. They would also like to control the rawness of the meat with their personal preference.

In terms of incentives, several agreed that the marketing strategy “Come 4 Pay 3” has an effect on their intention to come and eat with friends or family members. However, the point-system coupons did not show a strong effect on them. When asked for reasons, they answered that the paper form of the coupon is easy to lose and they would prefer to have a digitized version directly in applications such as LINE and that

the expiration date is reasonable. For regular shabu customers, they prefer this marketing strategy as they are already loyal and will definitely benefit from this, they would continue to become returning customers. Several respondents agree that they usually recommend their favorite restaurant to their friends. They said that they rarely come to a shabu restaurant alone. It is more pleasurable to come with a group of people.

### **4.3 Shabu Restaurant Owners' Viewpoint**

The owners said that the shabu market in Thailand is still growing and Thai people like buffet-style restaurants. They said that the target customers are based on the restaurant's location. Therefore, the pricing should be matched with your target customers in that area. The owners mentioned that over 50 percent of their customers are repeat customers. The majority of their customers are people who live nearby the restaurant.

In terms of food quality, both owners also claim that their sauce and soup are unique and delicious. They all agree that most customers expect the food and ingredients to be fresh and tasty at a reasonable price. They said that young people tend to eat buffets while old people prefer a la carte. The food quality is the key factor in a restaurant. In order to maintain the quality and freshness, the owner or manager must be able to manage the inventory effectively. This can also prevent food waste and save food costs. For shabu restaurants, sauces can differentiate your brand from the other. Therefore, the owner should develop its own sauce recipe. Most customers like to eat shabu with carbonated drinks. The owner said that if they have alcohol on their menu, the table turnover will be longer.

In terms of physical environment, the restaurant and the equipment have to be clean. The restaurants have to prevent the rats and cockroaches as they can scare the customers. The space between each table must not be too tight. The music can enhance the atmosphere in the restaurant and make the customers feel relaxed and enjoyable. The parking space is quite important for customers. It can enhance their convenience and increase their intention to visit the restaurant if the parking space is available.

In terms of service quality, the staff needs to be trained and monitored. The waiters have to be friendly and service-minded. The waiters have to observe the customers all the time if they need anything.

The owners agree that social media is an effective tool to attract both new and regular customers. They also post pictures and videos on their social media regularly. They also launch sale promotions such as a discount when customers check-in on facebook and give some online reviews.





## **CHAPTER V**

### **CONCLUSION, RECOMMENDATIONS AND LIMITATIONS**

#### **5.1 Conclusion**

In this research, it only focuses on small shabu restaurants in Bangkok. Throughout the interview with 8 regular shabu customers and 2 shabu restaurants owner, it can elaborate on the understanding of factors that influence the behavioral intention of shabu customers to revisit a restaurant through their experience and expectations.

The findings of this research affirm that the customers who are satisfied with the restaurant are likely to revisit and have the potential to be regular customers. Customers will feel overall satisfied once they feel that their perceived values match with the actual experience, which is influenced by food quality, physical environment, and service quality respectively. From the interview of owners, they profess that the majority of their customers are regular customers. The customers expect food quality as a top priority on their satisfaction. The meat and vegetables have to be fresh and clean. Moreover, sauce and soup must be delicious. For shabu restaurants, alcoholic beverages are not the main factor for a customer's decision to choose a shabu restaurant. However, it depends on the restaurant positioning, for example, such restaurants with alcohol may increase their customer base for alcohol-loving niches. Shabu restaurants should provide some kinds of desserts or fruit. A special menu of desserts could add extra value and attract some dessert-lovers.

Results indicate that the layout should not be too cramped. The customers should feel comfortable and relaxed while they are in the restaurant. Music is also a key variable that affects customers' pleasure and enjoyment. The parking space is one of the criteria for the customer who drives a car when choosing a restaurant. Moreover, the facilities and equipment have to be clean.

From the results, the employees and staff should be service-minded and polite. However, it was not the most impactful factor towards customer satisfaction as

anticipated from the initial framework. Customers expect only the timeliness and accuracy of their orders rather than the service from the staff.

From the research, it shows that sales promotions, especially discount, are preferred from customers because the shabu market in Bangkok is quite competitive.

## **5.2 Recommendations**

When setting up the pricing and positioning of a shabu restaurant, it is not necessary to set the price lower than your competitors which would lead to a price war. Instead, the restaurant should focus more on its unique selling points, such as imported meat, special sauces, and unique dessert. As long as the customers' perceived value exceeds the price, they would be satisfied and become loyal customers even though the price of your restaurant is high. So the owners should position their restaurant that matches with the target customers and location.

For shabu restaurants, it is very important to focus on these three factors with food quality as foremost. The physical environment and service quality are to be followed and should not be ignored. Restaurant's ambience, food quality, and service quality should correspond with the positioning strategy and its pricing as customers will perceive what they receive from the functional, mechanic and humanic clues. The restaurant owner should consider the amount of parking space for its customers to accommodate them in terms of transportation. Since most customers are concerned about the waiting time and accuracy when they order or calling for the bills, the staff should be trained to limit the errors and prevent losing customers. Moreover, the staff should be friendly and personalized with the customers to build a relationship such as greeting with smiles and be helpful when they are called. It can be impressive if the staff can remember customers' names and their favorite menu.

### 5.3 Limitations

Due to this research is focused on the shabu market in Bangkok only, where their target customers are local people. Moreover, this research emphasizes on small shabu brands only. The sample size is quite limited (8 customers and 2 owners) as it is qualitative research so the interviewed customers might not represent shabu customers as a whole. People in rural areas or foreigners might have different expectations due to their background, preference, and income. The expectation of people may vary based on the location and its pricing. For example, the high-end shabu restaurants would have higher expectations from the customers in all aspects.





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## Appendix A: Interview Questions

### Questions for customers

Finding Factors	Interview Questions
<b>Opening question</b>	Why would you prefer to eat shabu over others? Why do you prefer to come to this restaurant compared to others? Do you have a favorite shabu restaurant in Bangkok? Are you a regular customer at the shabu restaurant? How long have you been a customer at the restaurant? How often do you visit the restaurant? Who do you usually visit the restaurant with?
<b>Brand image</b>	Do you think the brand image influences your intention to return to the restaurant? How?
<b>Perceived Value</b>	What is your expectation of a shabu restaurant? How was your experience received from the shabu restaurant? What price per person would you comfortably spend at the restaurant? A la carte or buffet? Why?
<b>Food quality</b>	Does food and sauce from the restaurant differ from other restaurants? How? How do you feel about the consistency of the food, dessert and beverage quality and taste from the restaurant? If the food taste or quality changes, would you revisit the restaurant again? Why? What kind of beverages and desserts would you expect to find in the shabu restaurant? How does the availability of alcohol beverages affect your intention to revisit the restaurant? Why?

<b>Finding Factors</b>	<b>Interview Questions</b>
<b>Service quality</b>	Would you prefer self-service, full-service or mixed? Why?
	How do you feel about the services received from the restaurant?
	How does familiarity with the staff/waiter affect your decision to revisit the restaurant?
	How do you feel when the staff/waiter remembers your name or your menu preferences?
<b>Quality of physical environment</b>	Would the environment of a shabu restaurant influence your satisfaction? Why and how?
	How do you feel about the environment and ambience of the restaurant?
	Would you prefer to have background music at a restaurant? What kind of music do you prefer in a shabu restaurant?
	How do you normally come to the restaurant?
	How does the convenience of parking space affect your intention to come to the restaurant?
<b>Incentive</b>	What kind of sales promotion motivates you to come to the shabu restaurant? For example, discounts, special menus or CSR campaigns.
	How do the restaurant's posts on social media affect your decision and desire to eat at the restaurant?
	How does the customer loyalty program affect your intention to visit the restaurant? why?
<b>Recommendation</b>	Have you ever recommended a shabu restaurant to anyone? Why?
	What are your recommendations for the restaurant? Why?

## Questions for owners

Finding Factors	Interview Questions
<b>Opening question</b>	Why did you open your shabu restaurant? How long have you opened your restaurant? Who are your target customers?
<b>Brand image</b>	How does your restaurant differentiate from other restaurants?
<b>Perceived Value</b>	What do you think about customer expectations for your shabu restaurant?
	What is the average spending per customer? A la carte or buffet?
<b>Satisfaction</b>	What are the feedback/complaints you have received? How do you measure it?
<b>Food quality</b>	How does the food and sauce in your restaurant differentiate from other restaurants?
	Are you satisfied with the consistency of the food quality and taste in your restaurant?
	How would you maintain the consistency of the food quality?
	What do you think about the beverage and dessert for your restaurant? How do they affect the customer's intention to revisit your restaurant?
	How does the availability of alcoholic beverages affect your customers' intention to eat at the restaurant? Why? What are the pros and cons of having alcoholic beverages on the menu?
<b>Service quality</b>	What is the service standard in this restaurant?
	How is your service different from the competitors?
	How would familiarity with your staff/waiter affect your customers' decision to revisit a restaurant?
	How would your customers feel when the staff/waiter remembers your name or your menu preferences?

<b>Finding Factors</b>	<b>Interview Questions</b>
<b>Quality of physical environment</b>	How would a customer expect the environment and facility of a shabu restaurant?
	How do you feel about the environment and ambience of your restaurant?
	Do you have background music in your restaurant? Why? If so, What kind of music?
	How important is the parking space for your customers? Why?
<b>Incentive</b>	What kind of sales promotion would motivate your customers to come to your shabu restaurant more often? Why? For example, discounts, special menus or CSR campaigns.
	In your opinion, how effective is social media of motivating your customers to eat at your restaurant more often? How frequently do you normally post on social media?