

FUTURE OF FOOD DELIVERY IN BANGKOK AFTER COVID-19



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2021**

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Thematic paper
entitled
FUTURE OF FOOD DELIVERY IN BANGKOK AFTER COVID-19

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
December 18, 2021



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ACKNOWLEDGEMENTS

First and foremost, I would like to express my great appreciation to my advisor, Assoc. Prof. Prattana Punnakitikashem for valuable suggestions and the continuous support. This paper would not be completed without her advice and guidance, which greatly assisted the research.

I owe and respectfully offer my gratitude and thanks to my family for their support and love as always.

I would like to extend my thanks to all of the respondents for contributing their time for the interview and sharing their thoughts. Without their information, this research would not complete.

Lastly, thank you are extended to my colleagues at the College of Management, Mahidol University who assisted and supported me in this study. As well as making my life at the college full of smiles and memorable experiences.

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FUTURE OF FOOD DELIVERY IN BANGKOK AFTER COVID-19

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ABSTRACT

This study is a contemporary topic aims to study future of food delivery in Bangkok after COVID-19 emphatically study toward the changes in dinning behavior of consumer after the pandemic and how the restaurants change their business model and service toward delivery after the pandemic.

The research focused on people who have ordered food delivery from restaurants in Bangkok during the pandemic. The qualitative method was used and the data was collected by an in-depth interview conducted on 20 respondents in total in which 10 respondents are customers who have been ordering food delivery from restaurants in Bangkok during the pandemic. While another 10 respondents are owners and a manager at the restaurants. According to COVID-19 situation, the importance of food delivery has considerably arisen both to customers' convenience and quarantine pressure and restaurants' survival and profits. The findings indicated that the trend of food delivery will continue supported by customers' high experience, perceived value, satisfaction and repurchase intention towards food delivery, together with the new business process of work-from-home and hybrid working. Plainly, customers still prioritize food quality as main criteria using the same standard with dinning-in. Overall customer experience of food delivery is driven by the convenience at acceptable waiting time. Whilst, good packaging and cutlery contributes to higher perceived value. Lastly, customer satisfaction is reflected by short delivery time, convenience, reasonable or cheap delivery fee, promotion and post service.

Therefore, the food delivery service tends to grow progressively which it sets a new business model and a challenging requirement for nowadays restaurants or a threat to those who are not establish food delivery service. Findings of this study will enable restaurants to better understand consumers attitudes towards food delivery service. The deliverables from this study can be applied to marketing strategies and execution for further business improvement.

KEY WORDS: Food quality / Customer satisfaction / Repurchase Intention / Food delivery / COVID-19

33 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	3
1.3 Research Questions	3
1.4 Research Objectives	4
1.5 Scope of the Study	4
CHAPTER II LITERATURE REVIEW	5
2.1 Food Quality	5
2.2 Customer Experience	6
2.3 Perceived Value	7
2.4 Customer Satisfaction	7
2.5 Repurchase Intention	8
CHAPTER III RESEARCH METHODOLOGY	10
3.1 Research Methodology	10
3.2 Sampling Plan	10
3.3 Data collection	11
3.4 Data Analysis	11
CHAPTER IV FINDINGS AND RESULTS	14
4.1 Research Respondents	14

CONTENTS (cont.)

	Page
4.2 Research Findings	15
4.2.1 Findings about changes in dinning behavior of consumer after the pandemic	15
4.2.2 Findings about how the restaurants change their business model and service toward delivery after the pandemic	19
4.3 Discussion	21
CHAPTER V CONCLUSION	22
5.1 Conclusion	22
5.2 Recommendation	23
5.2.1 Food Quality	23
5.2.2 Packaging	24
5.2.3 Promotion	27
5.2.4 Utilizing Customer Sharable Experience	28
5.3 Limitation	28
5.4 Future Research	29
REFERENCES	30
BIOGRAPHY	33

LIST OF TABLES

Table		Page
3.1	Interview questions	12
4.1	Customer respondent profile	14
4.2	Restaurant respondent profile	15



LIST OF FIGURES

Figure		Page
1.1	The impact of COVID-19 on output by sector	1
1.2	Food delivery service providers in Thailand	2
5.1	Example of food container with divider	25
5.2	Example of food container for soup	25
5.3	Example of food packaging for soup	26
5.4	Example of heat insulated food container	26
5.5	Example of cutlery	27
5.6	Example of insulated cold packs	27



CHAPTER I

INTRODUCTION

1.1 Background

COVID-19 pandemic exposes new challenges for restaurant industry. In response to the outbreaks, the government has continuously launched the virus protection protocol which obviously poses a critical threat to most restaurants and food providers both big and small as shown in Figure 1.1 below.

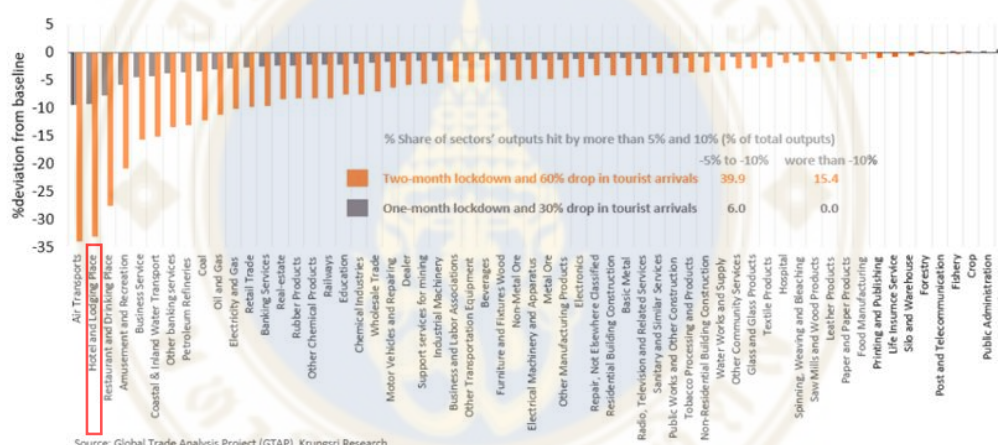


Figure 1.1 The impact of COVID-19 on output by sector (Source: Covid-19 Impact on the Thai Economy and Vulnerability of Thai Firms, Krungsri Research)

Regarding to Figure 1.1, Restaurants and Drinking Place sector got lots of damage impacted by COVID-19 which is on the third rank follows Air Transport and Hotel and Lodging Place sectors. The figure shows that there was 8 and 25 percentage of output dropped of the Restaurants and Drinking Place sector after one and two-month lock down respectively.

Nevertheless, the technology has enabled consumer to be more aware of the availability. Food delivery has simplified tasks for restaurants as well as the customers especially, during COVID-19 situation.

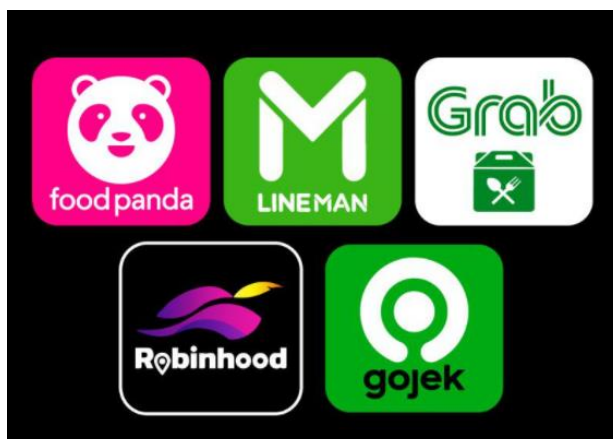


Figure 1.2 Food delivery service providers in Thailand

Figure 1.2 shows food delivery service providers in Thailand which are Foodpanda, Line Man, Grab, Robinhood and Gojek. Thailand market is dominated by four delivery service providers: GrabFood, Foodpanda, Robinhood and Line Man in which the highest market share belongs to GrabFood (Statista, 2020).

COVID-19 and outbreak control measures spur growth of food delivery market at 18.4 – 24.4 percent in 2021. The volume of food delivery will reach at least 120 million orders, or triple the number of orders during the pre-pandemic period in 2019, which was in the range of 35-45 million. Meanwhile, market turnover of online food delivery business in 2021 will likely total around THB 53.1-55.8 billion, or growth of 18.4-24.4 percent compared to the previous year (Kasikorn Research, 2021).

This transformation in food delivery is due to the level of comfort and ease encountered by the customers compared to order and pick up themselves at the restaurants. Alongside with the time engaged in delivery of food and related functions as a worthy reason for customers when there is complexity on what and where to eat in the time that restaurants are not allowed to provide dine in service. Obviously, it highlights convenience of customers.

Nowadays, scenario of food delivery is played significantly by the food quality, perceived value, customer experience, customer satisfaction has effect on repurchase intention. If restaurants to provide these factors, then the consumer will likely shift to other ways of dinning. In another words, they might not reorder the food delivery again. Therefore, it is very important to identify and examine the impact of food delivery on the satisfaction of consumer. This research will give signal of future

consumer behavior and suggestions based on ways that restaurants required to be adopted to ensure consumer satisfaction from order food delivery. Besides, preparing the restaurants to be responsive to their future dining behavior in the future after experiencing food delivery during the pandemic.

1.2 Problem Statement

Due to the COVID-19 situation, there are many rules and regulations to protect and control the virus pandemic. The acts include curfew, no dine-in service for restaurants, order to close the restaurants located in malls. Additionally, people are concerned and some are panic about the pandemic. Therefore, food delivery is a solution to those problems since it enables convenience, less effort to find food, variety of food, hygienically safer and time efficiency to consumer. It's true that this trend is rising especially during the pandemic. However, the big concern is when the situation is back to normal, consumer behavior of ordering food delivering during outbreaks will change or not whether it goes positive or negative way and by how much that might affect the restaurants or food providers significantly. Also, there are many restaurants that see this as an opportunity planning to discontinue the restaurant location rent in order to shift to delivery service only in the future. Thus, this study aims to clarify the problem and to foresee and understand the factors or reasons for the change of consumer behavior towards food delivery, it would be beneficial to the restaurants and food providers from this uncertainty and be well-prepared. The research hence attempts to thoroughly examine the factors influencing Bangkok food delivery service consumer satisfaction and consumer repurchase intention.

1.3 Research Questions

Q1: Will the consumer behavior of dining change into more food delivery after the pandemic?

Q2: How will restaurants change their business model and service toward delivery?

1.4 Research Objectives

- 1) To study the changes in dining behavior of consumer after the pandemic.
- 2) To study how the restaurants change their business model and service toward delivery after the pandemic.

1.5 Scope of the Study

This research highlights on discovering the change in consumer behavior towards food delivery experience during the pandemic and exploring the effect on the restaurants' business model and adjustment in the future after the pandemic. The research emphasizes on unfolding the information from consumer undergoing food delivery in Bangkok at least once during COVID-19 outbreaks. Factors such as gender, educational background, income, career and family status of the informants are open for discussion. Those who never undergoing the food delivery during the outbreaks or those who order food delivery outside Bangkok areas will be excluded. This research conducted the interviews of people from both delivery and non-delivery restaurants.

CHAPTER II

LITERATURE REVIEW

2.1 Food Quality

Food quality is an essential feature to a restaurant's success (Liu & Jang, 2009). Broadly speaking, food quality is an important factor for the restaurant to provide the best quality to the customer in order to make them satisfy and fulfill their needs. Susskind and Chan (2000) also found that food quality is one of key factors in customers' evaluations toward a restaurant to and keep their values in the long term. Some of the literature defined that the food quality components include taste, food temperature, food presentation, and freshness (Zhong & Moon, 2020)

Taste is a key feature of food in the dining experience (Kivela et al.,1999). More customers are beginning to understand food, so the taste of food in the restaurant is becoming more and more important (Cortese, 2003). It is not surprising that the old restaurant was filled with lots of customers. Some researchers believed that flavor usually influences customer satisfaction in restaurants and future revisit intentions.

According to Delwiche (2004), temperature influences the taste of food. This interacts with other sensory properties such as taste, smell and sight. In terms of food features, freshness of food is an important element that interacts with the factors such as taste, smell and sight. Then, temperature can be considered as one of the factors that contribute to happiness in the food experience (Kahkonen et.al, 1995).

As reported by Namkung and Jang (2007), the food presentation relates to a food plating technique that will attract the eye of the customer to complement the customer's perception of quality. Kivela et al., (1999) also emphasizes that the food presentation is one of a factor of food features that affect customer satisfaction and revisit intention of customers.

Furthermore, the freshness is often referred to a fresh state of food which can be related to its juicy, crisp and aroma (Peneau et al, 2006). Food is one of the factors that influence customer satisfaction. According to Brown (2004), Food-related factors

have been explained in terms of the sensory characteristics of food such as color, flavor, smell, taste, texture and temperature.

2.2 Customer Experience

The most popular expression of this emerging marketplace reality is customer experience (Klaus & Maklan 2007; Gambetti & Graffigna 2010; Lemke et al. 2010). As said, customer experience has been initially described as “what people really desire are not products, but satisfying experiences” (Holbrook, 2016). Therefore, what matters to customers is how they experience the extended process of acquiring, integrating and deploying that is necessary for them to achieve their aspirations and higher-order goal – that is, value-in-use. Customer experience blurs traditional distinctions between products and services because of its focus on customers’ value-in-use which arises from combinations of products and services (Klaus, P. (2011).

This rapid evolution of marketing theory and practice is now continuing to a post-service marketing phase. Generally, service providers always evaluate the quality of service they provide through feedback and survey to improve service for better customer satisfaction (Burke, 2002).

Customers expect extra perceived profits from food delivery service. Any development that can benefit the consumer is welcoming. It is similarly a driving factor for trades to keep examining for innovative means in familiarizing to the modifications in the food service industry. As well as food delivery service, continuously improve or be user-friendly food delivery application service platform also contributes to achieve customer satisfaction, leading to repurchase intention (Anand Prasad Sinha, P. S. 2021).

Research subsequent to Parasuraman et al. (1988) has failed to validate SERVQUAL’s dimensions (Buttle 1996). Experience reflects customers’ overall assessment of value rather than in relation to expectations, highlighting the importance of these perceptual attributes. These attributes reflect customers’ higher-order objectives leading to purchasing behavior better than technical aspects of service do.

2.3 Perceived Value

Perceived value is customer's psychological valuation for the product quality or service quality with their expectation in the product or service. Woodruff (1997) defines customer perceived value from pre-purchase, transaction, and post purchase aspect that "customer value is a customer's perceived preference for an evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer's goals and purposes in use situations" (p. 142). Marketing researchers have studied perceived value in the customers that show the advantages of satisfaction and quality in product and service that the customer got compared with money. Customers will expect the value for the product and service compared with the price that they paid then the price of food in the restaurant should be suitable with the quality of food and service. However, adjusting to this research, customers will compare between dining in and delivery as ways to dine. (Birgelen, Wetzels, & de Ruyter, 1997). There is a study that shows the importance of the perceived value is the customer willingness to buy the product with service (Dodds & Monroe, 1985). The perceived value has related in a positive way to customer satisfaction (Patterson & Spreng, 1997).

Perceived value in customers can categorized into 3 types which are economic, emotional, and social value (Sweeney & Soutar, 2001). In the economic value, customer perceived value of the cost of food and service compared to competitors in which the customer has got product and service. If the price is lower than what they expected, the customers will be satisfied. Meanwhile, the emotion value is about customer satisfaction with the restaurant and wanting to repurchase the product again or not (Patterson & Spreng, 1997). Lastly, social value is about the feeling toward the service that makes customers feel like they have more status or privilege than usual will encourage them to have more satisfaction with the restaurant.

2.4 Customer Satisfaction

The research defined customer satisfaction as "the level of a person felt state resulting from comparing a product's perceived performance outcome in violation to his/her own expectations" (Kotler, 1996). Oliver and Swan (1989) model states that

satisfaction is achieved by reinforcement and arousal. It can be achieved at the point of transaction during service encounter or for overall service. Customers evaluate the standard of service based on their needs and expectation. A customer is said to be satisfied when his or her expectations and experience about the product or service is as good as it is supposed to be or more than it after assessment (Saarijärvi et al., 2014).

Researching customers' behavior, the person is used as a factor for making marketing strategies and adapt the marketing mix to their needs. Consumers are the subjects that purchase goods and services to satisfy their needs. Scoring in Customer satisfaction could bring the successful to the business.

According to this research, Food quality, Customer experience and Perceived value have the direct influence towards customer satisfaction as the independent variable. It was revealed that perceived value is considered as the first determinant of overall customer satisfaction and research strongly recommends that expectation and experienced services have a direct and positive effect on overall customer satisfaction (Fornell et al., 1996, p.9). So, if these factors are considered as positive, the customer satisfaction will also be positive. By achieving customer satisfaction at an acceptable level will later lead to the repurchase of customers.

2.5 Repurchase Intention

Repurchase is defined as a consumer's actual behavior resulting in the purchase of the same product or service on more than one occasion. The majority of consumers' purchases are potential repeat purchases (Peyrot and Van Doren 1994). Customers buy similar products repeatedly from similar sellers, and most purchases represent a series of events rather than a single isolated event. Retention is another common term for repurchase (HennigThurau 2004; Narayandas 1998; Zineldin 2006), which is considered to be one of the most important variables in relationship marketing (Fullerton, 2005; Morgan & Hunt, 1994). While repurchase is the actual action, repurchase intent is defined as the customer's decision to engage in future activities with the retailer or supplier (Hume, Mort & Winzar 2007).

Repurchase intention is likely to be the positive result of doing things right in a business. Generally, there are plenty of the businesses that provide a similar kind of

goods and services in the market. Customers usually have a lot of alternatives to choose whether they are going to purchase which product and service from which market and by which way. Therefore, it is significant for companies to improve the value of existing customers and take effective steps to attract their revisit or repurchase intention besides attracting new customers (Hanai et al., 2008).

The objective of this paper is to test a model which aims to describe the extent to which customer intention to repurchase is influenced by customer.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Methodology

This paper conducted the qualitative researches as means to draw findings. The research purpose is to determine how the pandemic situation change consumer behavior of dining that would affect the food industry's business model both big and small restaurants in the future after the pandemic. According to that, to give suggestions on how the restaurants should adapt and be responsive ahead to the change so that they can survive and make more profits by planning the right business model. For this reason, the qualitative research will allow us to identify the possible change of consumers' dining behavior and will enable us to insightfully understand the real reasons or opinion towards food delivery. Qualitative research is the appropriate tool to use as it is a realistic and interpretative approach in understanding the meaning that individual attach to decision and actions. In an essence, it is best to guide researchers to understand more of the subject or setting.

3.2 Sampling Plan

The population of this study were customer who have been ordering food delivery from restaurants in Bangkok area during pandemic and also people who work in the restaurants in Bangkok. According to Statista Research Department, the number of users of platform to consumer online food delivery in Bangkok roughly stood at 2.4 million in 2020. And as stated by The Office of SMEs Promotion, there were 57,338 restaurants in Bangkok Thailand, with approximately 358,436 employees, as of 2020.

The sample size for the data collection is 20 respondents in total which equally divided into 2 groups. The non-probability convenience sampling technique was used in this study. The technique is to choose the respondents randomly and mainly

depending on the convenience of the researcher. The group of respondents can be anyone that is willing to give information for researchers.

3.3 Data Collection

Qualitative Method

An in-depth interview was conducted on 20 respondents in total, during October 2021 by talking face-to-face, telephone, or virtual interview. There are two groups of interviewees which are customers and people from restaurants. Firstly, 10 interviewees from the customer group are people who have been ordering food delivery from restaurants. Secondly, 10 interviewees from restaurants are managers and business owners. To avoid bias, the different groups of people have been interviewed as they have different perspectives. The qualitative questions cover all factors to respond with the purpose of the in-depth interviews which is to understand the attitude and behavior of customers and people from restaurants since it helps clarify the responses and to gain insight into the topic being discussed. The questions were added on, adjusted or removed based on the situation. Besides, with permission of recording is utilized in order to ensure that the information is accurately reported.

3.4 Data Analysis

This study uses the data and information that has collected from all interviewees according to the research methodology which has used the qualitative method for understanding in-depth feeling and to analysis information of the interviewees about “the future of food delivery in Bangkok after COVID-19”. The data was then processed through the content analysis to quantify and analyze the presence, meanings and relationships of such certain words, themes, or concepts or the manifest content of communication (Berelson, 1952). In this chapter the data are presented based on the following research objectives. Firstly, to study the changes in dinning behavior of consumer after the pandemic. Secondly, to study how the restaurants change their business model and service toward delivery after the pandemic. All of this information were collected by using the qualitative method of 20 interviewees with 10 interviewees

are customers who have been ordering food delivery from restaurants. And another 10 interviewees who work at restaurants in order to understand the reason and use it to analysis to know the correlation of each variable.

Table 3.1 Interview questions

Topic	Question
Food Quality	<ol style="list-style-type: none"> 1. How do you think about food quality of delivery compared to dinning-in after pandemic? 2. How do you think food temperature is important when it comes to delivery after pandemic? 3. How do you think food freshness is important when it comes to delivery after pandemic? 4. How do you think food decoration is important when it comes to delivery after pandemic?
Customer Experience	<ol style="list-style-type: none"> 1. How was your experience towards food delivery? 2. How does the delivery time affect your experience after pandemic? 3. How do food delivery applications' user-friendly features affect your experience after pandemic? 4. How does the experience of the delivery service offer from different companies after pandemic? 5. How does the food packaging and cutlery affect your dining experience in terms of usage after pandemic?
Perceived Value	<ol style="list-style-type: none"> 1. How do you think about the delivery fee after pandemic? 2. How do you think that ordering food delivery is worth your money after pandemic? Why? 3. How do you think food delivery is worthier than self pick-up or dinning-in after pandemic? Why? 4. How does the packaging reflects your value of money spent after pandemic?

Table 3.1 Interview questions (cont.)

Topic	Question
Customer Satisfaction	<ol style="list-style-type: none"> 1. What will be the factors that make you satisfy with ordering food delivery after pandemic? Why? 2. How does the delivery fee affect your satisfaction after pandemic? 3. How does service quality of food delivery affect your satisfaction after pandemic? 4. How does the post service of restaurants affect your satisfaction after pandemic?
Repurchase Intention	<ol style="list-style-type: none"> 1. At what hour or situation do you prefer food delivery service after pandemic? Why? 2. Will you order food delivery again if the situation is back to normal? Why and how often? 3. Are there other factors or reasons that will make you order food delivery more often after pandemic? 4. How will the consumer behavior of dinning change into more food delivery after the pandemic? 5. How will restaurants change their business model and service toward delivery?

CHAPTER IV

FINDINGS AND RESULTS

4.1 Research Respondents

Table 4.1 Customer respondent profile

Customer	Age	Gender	Occupation	Income Range
Customer No.1 (C1)	52	Female	Accountant	35,001-50,000 Baht
Customer No.2 (C2)	27	Male	Business Owner	Above 50,000 Baht
Customer No.3 (C3)	21	Female	Students	Less than 20,000 Baht
Customer No.4 (C4)	60	Male	Retired	35,001-50,000 Baht
Customer No.5 (C5)	30	Male	Admin	20,001-35,000 Baht
Customer No.6 (C6)	36	Female	Manager	20,001-35,000 Baht
Customer No.7 (C7)	34	Female	Sales Representative	35,001-50,000 Baht
Customer No.8 (C8)	24	Female	Students	20,001-35,000 Baht
Customer No.9 (C9)	24	Female	Students	20,001-35,000 Baht
Customer No.10 (C10)	49	Female	Officer	20,001-35,000 Baht

The table above shows 10 customers who have been ordering food delivery from restaurants in Bangkok during the pandemic that participated in the interview and provides their basic characteristics. Out of 10 informants, 7 people are female which is accounted for 70%. Respondent majority of 50% have the income range between 20,001-35,000 Baht. And there are 3 people from the total respondents of 10 are students.

Table 4.2 Restaurant respondent profile

The table below shows 10 interviewees who work at restaurants that participated in the interview and provides their basic characteristics.

Restaurant	Age	Gender	Position
Restaurant No.1 (R1)	55	Female	Owner
Restaurant No.2 (R2)	29	Male	Owner
Restaurant No.3 (R3)	55	Male	Owner
Restaurant No.4 (R4)	52	Female	Owner
Restaurant No.5 (R5)	28	Male	Owner
Restaurant No.6 (R6)	43	Female	Owner
Restaurant No.7 (R7)	31	Male	Manager
Restaurant No.8 (R8)	53	Female	Owner
Restaurant No.9 (R9)	29	Female	Owner
Restaurant No.10 (R10)	27	Female	Owner

According to Table 4.2 above, 90% of respondents are owners with just one (10%) respondent is a manager. From 10 respondents, 60% of them are female.

The study was summarized all the answer that had found from the interview. The main reasons and factors that most of interviewees concern which related to using food delivery service.

4.2 Research Findings

4.2.1 Findings about changes in dinning behavior of consumer after the pandemic

This study put consideration on food quality, customer experience, perceived value and customer satisfaction. In which food quality is classified into 3 dimensions including food temperature, food freshness and food decoration. Majority of respondents realize the important role of food delivery service especially during COVID-19 that it provides convenience to customers and serves the safety to people as

of social-distancing. However, according to the interview, majority of them still give importance to all 3 dimensions under food quality when it comes to food delivery. The most highlighted food quality dimension is food temperature. Food temperature is the most difficult dimension, of all, for food delivery to satisfyingly execute which certainly posts as one of major threats for food delivery that many respondents mentioned that they lost their appetite since the food is not hot or not in its right temperature (Han & Hyun, 2017; Liu & Jang, 2009; Namin, 2017; Namkung & Jang, 2007).

As comparing the food quality between dining-in food and delivery food, all of them immaculately prefer dining-in. Though customers realize and have greater understanding of the delivery constraints and each menu's limitation. Still, the customers don't set a lower standard compared to dining-in but they choose to select appropriate menus for delivery instead. Moreover, they recognize the change in delivery food quality comparing to the dining-in food quality provided by the restaurants such as the proportion, the quantity of food and the change in ingredients which poorly perform towards the score of food quality and leads to lower customer satisfaction and experience.

"The food quality of dining-in is much better than delivery. When it comes to delivery, there are many factors that lower the food quality such as delivery time, temperature. Moreover, some restaurant lowers the quality of ingredient due to the GP fee policy of delivery application", Customer No.2 (C2).

"It's really important for some kinds of food because temperature is the one of the factors that make food delicious. I feel lost the appetite when the food is cold", Customer No.4 (C4).

"The food quality remains important as dining-in but it's required to order the menus that suitable for delivery. Some food that doesn't need to eat while it's still hot and can leave some time before eating", Customer No.1 (C1).

"As a restaurant, we try to serve the best quality as serving at our place and we seek the best way that can extend the food quality until it reaches customers", Restaurant No.5 (R5).

"Absolutely, the food quality is the main factor for restaurants' survival. Though delivery poses some limitation that reduce the food quality but many customers understand it", Restaurant No.1 (R1).

When asking about customer experience towards food delivery, most of interviewees give positive feedback due to its convenience at basically acceptable waiting time in return of the customer's time efficiency and effectiveness that they can do and finish things while waiting for food unlike before that they need to spend more time and effort getting food. Moreover, they find slightly differences in using different food delivery service which all provide user-friendly application that is easy to use. Together with one driver works for more than one food delivery companies which makes the customer experience towards the use of different providers become quite the same.

Significantly, majority of respondents press critically concern on food packaging and cutlery towards their dining experience in terms of usage as it enhances convenience which accord with their perception of food delivery that must provide ultimate convenience to them which exactly is the purpose of ordering food delivery. Additionally, the food packaging also somehow implies the quality or grade of the restaurants as its show the intention and caring of the food providers to their customers.

“The food packaging and cutlery really affects my dining experience since it provides convenience that no doing the dishes needed. Additionally, some restaurants provide the food container that separates the rice and meals to prevent mixed up of food” Customer No.5 (C5).

“I think packaging and cutlery also represents the image of the restaurants and provides good experience to customers” Restaurant No.3 (R3).

Delivery fee is placed as a prior determinant for purchasing food delivery service and also, as a biggest factor for customer perceived value of food delivery. Under perceived value questionnaire section, majority of interviewees rates positive comments generally for its convenience, lifestyle, time period and responsibility regardless of the price. It is because mostly they usually choose to order from the ones that cost reasonable or cheap delivery fee. In another word, customers have high perceived value towards advantages of food delivery but before anything else, customers look at the delivery fee up ahead of any other action and transaction.

Subsequently, they still perceive the value through the packaging as another criteria for considering whether the restaurants are worth for their value of money spent

as people want fresh, attractive and high quality food at any time in any place and that the packed food has to look attractive enough to be bought (Kour et al.,2013).

“It worth my money for sure since I spend it to buy me the comfortable, but I have to carefully choose the restaurant based on delivery fee” Customer No.8 (C8).

“I do matter if the restaurant provides the food packing in a form of plastic bag instead of plastic box, it somehow makes me feel that it’s not worth spending money on this restaurant” Customer No.2 (C2).

Furthermore, an interview reveals that the most influential factors of customer satisfaction towards food delivery are convenience, the delivery fee, promotion, delivery time and post service respectively.

Firstly, convenience is the most critical determinant. Majority of interviewees agree that food delivery is for their convenience and time saving that they order on busy or easy-lazy days and it is a requirement for food delivery as a role that it is specifically made for.

Secondly, the delivery fee. When it comes to expensive delivery fee, they are unwilling to order the delivery because of the unworthiness but rather go out themselves to dine-in at the restaurants. Yet, there is some exception for costly delivery fee. For instance, in case that the restaurants are very famous and have long queue, the customers find it worthwhile to spend pricey delivery fee in return of their convenience and time saving.

“The factors that make me satisfy are convenience, no rush feeling otherwise I might not be able to eat food from favorite restaurants due to limited time constraints during my lunch break” Customer No.6 (C6).

According to overall pleased response under above factors, customers intend to order food delivery again after the pandemic especially during rush and crowded hour like, lunch break. And of course, the reason behind continuation of ordering food delivery is convenience. On top of that, the respondents identify that they might order food delivery more often if there are promotional offers that is worthier than dinning at the restaurants or if there is free delivery.

“It’s at noon and evening because of it’s the peak time where the restaurants are crowded and I want to avoid that situation” Customer No.10 (C10).

“Of course, I will order food delivery again. The reason is that I’m lazy to travel and food delivery is my solution” Customer No.4 (C4).

Finally, the changes in dining behavior of consumer after the pandemic would shift more to delivery since majority of interviewees gain delightful experience and satisfaction. Besides, during pandemic, many customers feel necessity of ordering food delivery which makes them now realize the benefits and being acknowledged and familiar with using the food delivery application. Unlike before that lots of people especially old people denied to learn the usage of the application. Similarly, the pandemic and viruses control regulations are somehow forced restaurants to provide food delivery service for their survival. As a result, there are plenty of restaurants regardless of the size, join and available in the food delivery application awaiting customers to choose both near and far at varied price ranges. As more choices available, loads of customers would be enjoy using food delivery that change their dining behavior after the pandemic.

4.2.2 Findings about how the restaurants change their business model and service toward delivery after the pandemic

The food delivery market has grown at significant rate year by year and this trend would continue in accordance with the findings above. Correspondingly, restaurants should consider delivery service as another valuable mean of their income, survival and tools to be able to fight with competitors nowadays and also in the future. Without food delivery service, the restaurants are posted threats. Food delivery service provides more opportunity to the restaurants to reach more customers as they become more visible. Also, for those who are start-ups, food delivery service required no investment compared to open up the physical restaurants. Consequently, majority of respondents recommend the restaurants to provide food delivery service as one of the requirements in nowadays restaurants business.

“I suggest the restaurants to open the new branches as a cloud kitchen located in all potential area just for delivery purpose only” Customer No.2 (C2).

“Food delivery service is a solution and simultaneously the opportunity for all restaurants regardless of size, location and decoration” Restaurant No.6 (R6).

Food delivery is also a challenge for restaurants and food providers. As of the interview earlier, the very first concern and a must is to reduce the delivery fee since it is the biggest and initial consideration of customers. According to the statistics, majority of food delivery orders are from generation Y customers age between 19-38 years old who, most of the time, spend around 101-300 Baht per order. Correspondingly, the promotion is an effective tool and is a second great consideration of customers in ordering food delivery. It helps speed up customer purchase decision, gain more orders and take out the rivals both dine-in and delivery restaurants.

“Maybe I might order food delivery more often after pandemic, if there is the promotion offered and it’s worthier than dinning-in” Customer No.2 (C2).

After cheap delivery fee and effective promotion, most of the informants specifically mentioned about the service section e.g., food container, packaging, cleanliness. The world is now changing further into service framework where just only the product itself, the business will grow slower than rivals and might not sustain as it cannot respond to the need of customers. As a result, it’s important that the restaurants need to put effort to understand customers’ need and facilitate it which can be in a way of providing functional food container and prepared cutlery for delivery.

“This aspect affects my satisfaction a lot, it refers to the care of restaurant toward customers. I will feel really satisfied when the restaurants solve the problem professionally and simplify customers’ dining experience. But if they provide a poor post service, I’ll just ban this restaurant since I have many more choices after pandemic” Customer No.5 (C5).

Lastly, considering COVID-19 situation, the pandemic somehow changes people’s way of living to become more hygienic. And when it comes to their food that they will take into their body, it does really matter. Therefore, the restaurants also need to pay higher attention to cleanliness than before which includes e.g., their employees, food and package. This effort might not show sudden result but it surely is another factor that helps the restaurants to stay and survive in the long run and absolutely is one of major requirements for restaurants.

“Not only just good packaging that reflects restaurants’ standard, it basically that the cleanliness must be at maximum concern, especially in this situation” Customer No.1 (C1).

“Apart from good taste, freshness and packaging, cleanliness is another important thing. If the food or package is not clean, I’ll lose my appetite and will not order that restaurant ever again” Customer No.3 (C3).

4.3 Discussion

Recently, food delivery services have become one of the most popular business models in Thailand and also predicted that the food delivery business would grow much faster than it did in 2019, *Kasikorn Research Center (K-Research)*.

Similarly, this research has found that the customers become more aware and acknowledged of the food delivery usage which prone to increase significantly according to high rate on customer repurchase intention. The findings indicated that food delivery under food quality, perceived value, customer experience, customer satisfaction perspectives, customers still give out the same standard as dining-in. Food quality has become one of the most important factors influencing the choice of restaurant in which draws customers in. But add on to dining-in, during pandemic, many customers feel necessity of ordering food delivery which makes them now realize the benefits of convenience. Finally, the changes in dinning behavior of consumer after the pandemic would shift more to delivery as customers now get used to the application utilization and its convenience. Moreover, food delivery will also support with the new work process of work-from-home and hybrid working that is now started to be implemented.

The findings also support Cho and Sagynov, 2015; Jiang et al., 2011 who asserted that users were somehow convinced that convenience was one of the motivating factors to adopt food delivery service. And the delivery system may convince the consumers to conduct the food delivery service because it could achieve a desired level of convenience. Once the convenience level of using the food delivery service meet the expectation of customers, they would be motivated to use the service continuously.

CHAPTER V

CONCLUSION

5.1 Conclusion

Food delivery is a new challenging business model and service of the restaurants that is increasingly demanded by customers overtime. Especially, during COVID-19 situation, the importance of food delivery has arisen greatly, forcing the change and adjustment of the restaurants either for their sales or survival. Therefore, the growth of food delivery is highly escalated and become one of the requirements for restaurants these days.

This research aims to explore the future of food delivery in Bangkok after COVID-19 through study on the changes in dinning behavior of consumer after the pandemic and how the restaurants change their business model and service toward delivery after the pandemic. The study is collected by the in-depth interview of 20 respondents which 10 respondents are customers who have been ordering food delivery from restaurants in Bangkok during the pandemic. While another 10 respondents are owners and a manager at the restaurants.

It was found that customers still concern and prioritize food quality as main criteria in selecting the restaurants regardless of the limitation of food delivery. The food quality which refers to food temperature, food freshness and food decoration are evaluated and compared with the same standard as ordering dinning-in in which the food temperature is the most challenging one. However, the overall customer experience towards food delivery is positive due to its convenience at acceptable waiting time. Moreover, food packaging and cutlery also enhances dining experience in terms of usage as it provides convenience which serves the same purpose of ordering food delivery. Besides, good packaging and cutlery contributes to higher perceived value since customers perceived that it is worth for their value of money spent.

Consequently, influential factors of customer satisfaction towards food delivery are delivery time, convenience, the delivery fee, promotion and post service in

which the delivery fee can be an exception if the customers perceived that it's worth such as in return of not getting in long hour queue.

Finally, most of customer intend to order food delivery again after the pandemic owing to its convenience, especially during rush and crowded hour like, lunch break and even more often depends on the promotional offers. Given that the changes in dining behavior of consumer after the pandemic would shift more to delivery, the restaurants should act correspondingly offering delivery service to survive and stay competitive. Doing so, the restaurants can either add on delivery service onto their existing physical stores or set up cloud or commercial kitchen in high traffic areas that's no store front required. The restaurants can outperform the competitors by firstly, providing cheap or free delivery fee. Secondly, establishing promotion to attract customers. Thirdly, providing good and clean food container and packaging towards service-based orientation.

5.2 Recommendation

This research develops an understanding of the future change of customer behavior towards food delivery in Bangkok after pandemic. According to the research result, there is a highly potential growth of customers' food delivery order volume after the pandemic due to its convenience and customers' acknowledgement of food delivery applications during quarantine. Together with the change in business working process that will incline more toward work-from-home and hybrid working which will be beneficial to restaurants since it provides alternative sales channel to capture greater profits. Therefore, the researcher would recommend the restaurant owners to act responsively putting consideration on opening and maintaining food delivery service and also to imply the following recommendation towards food delivery to constitute a competitive advantage.

5.2.1 Food Quality

Though under food delivery prospect, food quality is still the main criteria for the restaurants which critically indicate the restaurants' accomplishment. Food quality in this research refers to food temperature, food freshness and food decoration

in which customers remain using the same standard as of dining-in food quality. Many of customers have dining-in experience with or already are customers of the restaurants before they order delivery. Therefore, it is crucial for food delivery to maintain the food quality to use the same standard with dining-in food or same standard of food provided overtime. Otherwise, if the customers realize, the threats may be posted to the restaurant itself. The same food quality standard includes freshness of food cook, quality of food ingredients, food decoration, food temperature and proportion.

There are several ways that allow the restaurants to maximize their food quality standard. Firstly, provide packaging meant for all types of food including wet, hot, and cold, to ensure the highest quality upon arrival. Also, keep the hot and cold items separately. This will help preserve the food temperature and food freshness. Moreover, safe and tight packing can prevent food spill and maintain the food presentation and decoration of food inside the container. Additionally, posting pictures of real food on the restaurants' menus will clearly show what customers will get and what they should expect from the orders. It implies the sincerity of restaurants to customers as well.

5.2.2 Packaging

Another essential factor for nowadays delivery restaurants is packaging. The packaging suggests and represent the restaurant quality and its image because it shows the caring and sympathy of the food providers to customers. Packaging carries experience to customers that brings in customer satisfaction and reorder intention. Under food delivery, the heart is to provides great convenience to customers. As a result, the packaging should concern this attribute and respond with it ensuring that food is packaged in the proper containers for delivery. The cutlery and good package, such as box with separate container or temperature keeping package, should be provided so that the customers can conveniently enjoy their food at the favorable taste. On top of that, a good and attractive package helps increase customer delightfulness and satisfying food presentation which is worth the money spent in customers' perspective. The examples of food containers and cutlery are as follows in Figure 5.1 to 5.6.



Figure 5.1 Example of food container with divider
(Ref: <https://www.alibaba.com>)



Figure 5.2 Example of food container for soup
(Ref: <https://th.aliexpress.com>)



Figure 5.3 Example of food packaging for soup
(Ref: <https://amazingcouple.net/copper2go-copper-delivery>)



Figure 5.4 Example of heat insulated food container
(Ref: <https://www.xzytaluminum.com>)



Figure 5.5 Example of cutlery

(Ref: <https://goodwillretail.co.th>)



Figure 5.6 Example of insulated cold packs

(Ref: <https://shopee.co.th>)

5.2.3 Promotion

In order to attract more or maintain the customers, the restaurants should establish the promotion to capture them. The recommended promotions are free delivery or even lower the delivery fee. As many of customers aware of the costly delivery fee that they might easily end up order from other restaurants instead. Moreover, the promotion of bundle set or promotion price is also interesting as it provides worthier choice for them. Finally, the promotions can also be applied effectively a little earlier of the rush, limited or crowded hours instead of during these hours like, lunch break that many people struggle finding restaurants under time pressure and crowded situation that

most of drivers are busy and cannot get the orders resulting in lost in sales of the restaurants and long await for customers.

5.2.4 Utilizing Customer Sharable Experience

Nowadays, people are more emerge to technology. As well as the internet penetration rate which escalates more and more, and display in a number of users on social media including Instagram, Facebook, Tiktok and so on. Social Media becomes part of people' daily lives. They use it to share their moments and experiences just like conventional word-of-mouth. The restaurants should also employ this characteristic to reach targets and gain more customers by providing memorable experience that customer can and want to share on social media. It can be in the form of, for example, beautiful food presentation, pretty packaging and a special way to eat to arouse people to share it on social media. The restaurants can become famous and gain more profits. Finally, the sharing activities will benefit the restaurants.

5.3 Limitation

There is a potential limitation in this current study that need to be acknowledged. Firstly, this research was conducted through an in-depth interview on 20 respondents in which this limited numbers of informants may not represent a big picture of a whole population in Bangkok. Next, this research scope to only customers those who have been ordering food delivery from restaurants during COVID-19 in Bangkok. This sample partly contributed to the interpretation of the answer to research questions since it excludes other possible groups of informants such as those who would like to try ordering food delivery after the pandemic and also those who live in other areas outside Bangkok. Lastly, due to the pandemic, the interview was conducted through phones and online platform via Line video call, in which most of the respondents are researcher's contacts. As a result, the samples are not well distributed in which the interview should be done randomly not specifically.

5.4 Future Research

This is the thematic paper studying on the future of food delivery in Bangkok after COVID-19. As to continue the study to acquire more findings, the recommendations for future research are as follows;

1. Larger number of respondents should be participated in the data collection for the future research so that the researchers can predict the result and answer the research questions more precisely and accurately.

2. In this paper, the researcher focused on the respondents who have been ordering food delivery from restaurants during COVID-19 in Bangkok. Then for future research, it should expand studying in other groups population and in other areas in Thailand to gain more various perspectives leading to finer explanation.

3. The respondents should be randomly interviewed or use quantitative method to promote dispersion of respondents in order to have a better representativeness in the analysis.

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