

**IDENTIFY POTENTIAL KEY SUCCESS FACTORS OF
TRANSFERRING TRADITIONAL RESTAURANT FROM
BRICKS & MORTAR TO ONLINE**



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entitled
**IDENTIFY POTENTIAL KEY SUCCESS FACTORS OF
TRANSFERRING TRADITIONAL RESTAURANT FROM
BRICKS & MORTAR TO ONLINE**

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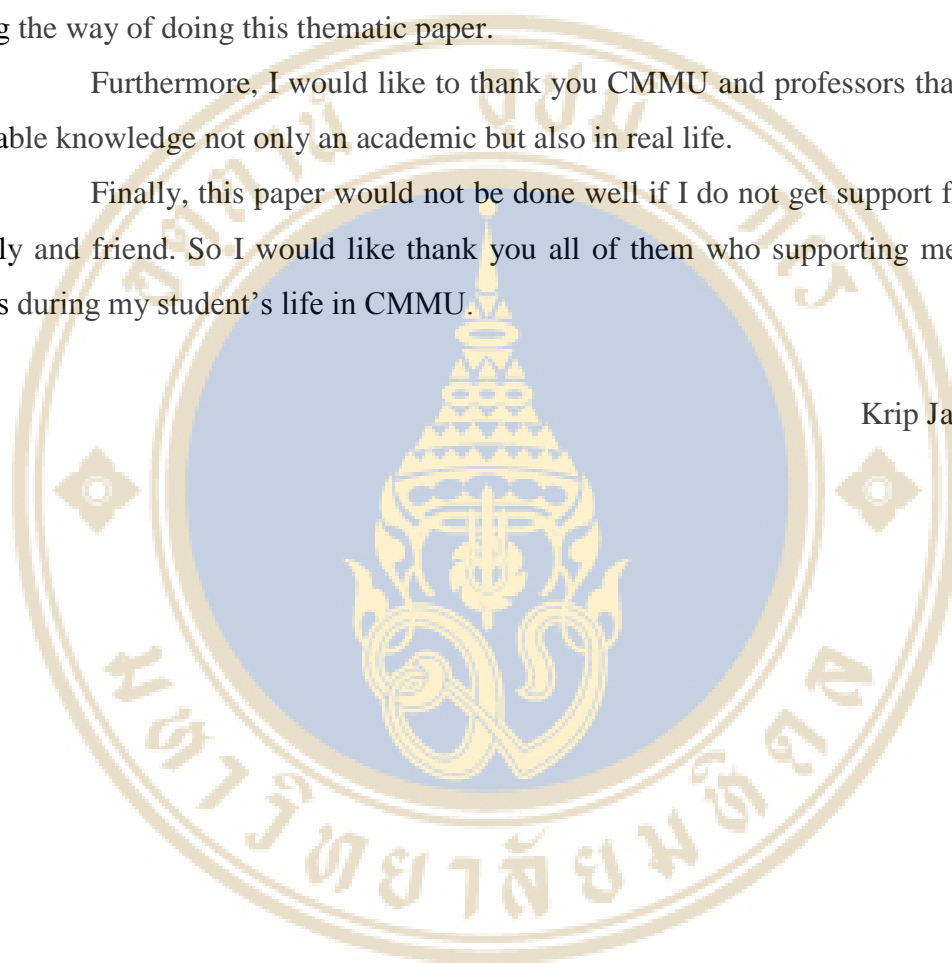
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ABSTRACT

This paper attempts to identify the key factors of transforming traditional restaurant to online business by identifying the key success factors and potential online channels. Data collection was carried out by questionnaires, which were distributed online. The study found the common critical factor of creating online channel and potential online channel. This study also prioritizes key success factors and online channel for traditional restaurant owners to apply in online business.

KEY WORDS: online restaurant/ key success factors

33 pages

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CHAPTER I

INTRODUCTION

As I realized that the consumer behavior and market situation has been changed by technology and internet rapidly, it is necessary to learn different way of doing business on online. It is very challenging for traditional restaurant to maintain their profitability and survive their current business in this market change. Most of traditional restaurant are family business that run the business for more than 10 years. They have their own regular customers. The selected topic is related to my family restaurant. It could be considering the traditional restaurant. "Traditional restaurant" is a restaurant with physical location and sells their foods inside their shop or by phone. They may or may not have walk-in customers. A traditional "brick-and-mortar" restaurant is one not using online channel. I would like to find out on how to bring traditional restaurant to be online successfully.

The competition in Thai food industrial, especially, food service segment, restaurant, has been more and more intense. Restaurant business in Bangkok is considered a highly competitive market, which numerous players enter and exit constantly. The numbers of new non-traditional restaurant and restaurant chains have been increasing time to time along with the emerging of new hyper department store expanding to every main district. Especially, the non-traditional restaurant and restaurant chain that are able to access to media and online channel, various marketing activity and campaign have been implemented to gain customer's attention. During 2nd half 2013, strong competition among chain restaurants will likely increase due to changing in Thai consumer's lifestyles, extended service areas, the launch of new restaurants by international operators and promotional collaboration with business partners e.g. credit cards.

However, as there are many choices of food available, customers have more choices to choose their dining place or ordering food. That is the reason that

traditional restaurant have to adjust the practice of doing business to maintain their revenue or catch the business opportunities.

Obviously, the use of internet and smart phone is increasing every year. This mean larger numbers of people could be able to use internet everywhere. Therefore, smart phone become the potential medium of communication on an internet. Besides, the cost of opening the website and online equipment become affordable nowadays. Considering the benefit of going online, there are many benefits such as improving restaurant's image and awareness, 24-hours availability and providing interaction section with your customer. Therefore, online marketing would be one of the tools that improving the traditional business. However, not all websites or online strategies is successful because there are many competition in online business. It is very challenging to make the website attractive online and it is even more challenging to make the sales revenue from website.

This study is to identify key success factors on using online tools for traditional restaurant to transfer its product and service from physical location to online. The primary key factors of success in online business such as information quality, ease of use, awareness, security/privacy, visual appearance, trust, interactivity, personalization and performance, need to be prioritized and clarified to suit for traditional restaurant. This study will involve the research by conducting survey.

In this research, I would like to apply the survey by using quantitative method via sample size of 100 Thai citizens at any age who have an access to internet, ever order food online, or use website as a tool to order the food. I would like to have an opinion of people who ever go online and ordering food regarding the factors that they consider ordering the food via website, information that they are looking for, degree of online usage on food content and frequency of sharing food picture online. By doing this, I expected to get the critical success of transferring traditional restaurant to online business. In addition, I hope this study could help those traditional restaurants to transfer their offline business to online business. Moreover, I hope that they could learn online consumer behavior from this study and apply on their online activity and sales strategy in order to create brand awareness, number of customer and sales revenue.

CHAPTER II

LITERATURE REVIEW

2.1 Industry overview

Food is one of the factors that are critical to human survival. Food service has a high market value. In the year 2012, there were 61,760 restaurant operators in Thailand are registered with the Department of Business Development under Ministry of Commerce. In food service segment including restaurants, food stores and drink, the number of registered food service is 6,933 operators. This number is down from 2010 and 2011 with 7,907 cases and 7,099 respectively. Considering the number of operators that are newly registered entities, found that increased steadily from 919 cases in 2010 to 1,169 cases in 2012, This indicate that the interest in the restaurant business in Thailand continues to grow with new players entering the market continuously. Additionally, considering the data in the franchise restaurant business by the Department of Commerce, found that in 2012, the business through the development franchises include 419 patients the food and drinks to 239, representing 57 % of the franchises business. In 2013, the market size on food service will be approximately 669,000 million Baht divided by the market value of a caterer who is not a network of business 488,370 million Baht and the market value of food network 180,630 million baht (Kasikorn research center, June 2013)

2.2 Independent operators continue to lose share

Although independent operator including traditional restaurant accounted for a 76% value share in 2011, they continued to lose share to chained operators. Independent operators have less negotiating power and weaker cash flow compared with chained operators. Many independent operators cannot make a strong commitment to carry out ongoing expansion, innovation, and marketing activities.

Besides, independent operators are more strongly affected by economic and political uncertainties, as well as natural disasters, than chained operators are. Thai consumer's behavior and competitiveness of the restaurant are factors that contributing to the restaurant business networking is still on growing trend. The services can be classified based on the food groups in the carrier. Into two groups, including the food service business that is not a business network and foodservice business as a business network. During the year 2012 of Euromonitor International, Thai people spend their money on the food service provider that is not a business network average 7,481 baht / person, down 3.3 % from the year 2007. While the spending of the food service provider with a network in average is 2,431 baht / person in 2007 up 28.7 % from last year. The number is likely to grow.

2.3 Online tools

There are various online tools that help support traditional business. This study emphasizes on website and social network.

Website

Website is a set of related web pages served from a single web domain. A website is hosted on at least one web server; all publicly accessible websites collectively constitute the World Wide Web (Wikipedia, 2013). The cost of opening website including 3 years domain rental in Thailand is about 6,000 Baht (www.readyplanet.com, 2013) Website is considering being one of fundamental online tools in E-Commerce and online purchasing. It uses to cost more than 100,000 Bath to create one website in the past. Moreover, with the integration of website and social network, both of them work together seamlessly. ReadyPlanet.com, DIY website builder, and service provider, offer the feature that creates the linkage between social media and website.

Social network

Social network are defined as web-based services that allow users to "(1) construct a public or semi-public profile within a bounded system, (2) articulate a list

of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system" (D. M. Boyd and N. B. Ellison, 2008)

Social network plays a substantial role in current business operations. One of the most popular and powerful strategies is to use social networking strategy. The behavior of internet viewer has changed from using emails and search engines to creating, uploading, and sharing personal content to connect with cyber friends. Social networks and consumer-generated content give users opportunity to interact in real time as well as create constant and large user base (Kozinets, 2002; Harris and Rae, 2009). Social network encourages the interaction among individual users and the whole society. It allows users to create their public or semi-public profile as well as sharing information and stories to their friends, which bring about a long lasting relationship.

Social network participants most likely share similar characteristics and interests. It creates a successful viral communication that allows users to broadcast interesting contents between individuals (Ferguson, 2008; Palmer and Koenig-Lewis, 2009). It is also a way to create a positive impression on customers and a chance for a company to release proper information. With all mentioned benefit, social network is one of the potential tools that could help support traditional restaurant to survive in the high competitive market. Facebook is also one of the popular social networks using in Thailand. Pawoot Pongvitayapanu (2013), president of the Thai E-Commerce Association, confirmed that the 10-per-cent figure of 19 million Facebook users in Thailand. This figure showed the penetration of Facebook service in Thailand market.

2.4 Perceived benefit of social networks

The benefit that users viewed social network as efficient in business strategy are in many aspects as follows.

Visibility

Visibility is one of the keys to a feature of social network. In term of business, it required the public in cyberspace to know about the network and its interesting features. They have to create target group in order to provide options for

internet users to participate. It is a social network web marketing conducted through several communication channels such as using banners and collaborating with other businesses to promote the network. The most recommended method is to make the network's name appearing in popular search engines so that many people know more about the network (McLaughlin and Davenport, 2010). There are several other techniques; for example, friends get friends campaign, which encourage current members to persuade other people to join the network as well as to pass along a marketing message of the social network in a type of viral marketing. It is one of the successful approaches to publicize social networks in the internet world. Once the company provides proper and adequate basic information to internet users, there can be more members participating in the social networks.

Quality of content

There are various factors that help develop successful social networks for business purpose. The fact that social networks underline content exchanging between members who share the same interest; it draws more people to join online society (Brünnett, 2000). Besides, the tendency of the digital world is on consumer-generated content. Customers want to express who they are by making comments and sharing them with other network friends. The comment feature attracts users to become active members, revisit, and contribute their own content. It makes social networks become an interactive virtual community that has a high traffic as expected (Baym, 1998; McLaughlin and Davenport, 2010)

In addition, the businesses that use social network plan can display content and information to each member group. The companies are able to provide useful and interesting content to members such as highlights about new products, feedbacks on products. It increases communication within social network sites and creates opportunity for business growth (Harris and Rae, 2009). However, the companies' involvement in creating content should be at suitable level so that social networkers do not feel a strong commercialization effort. The members may have negative attitude such as annoying and defensive and leave the network. Customers in the digital world are aware of the commercialization and are not easily convinced by the firms' advertisement (Harrison-Walker, 2001; Susskind, 2002). Therefore, it is important for the companies to give proper information in social networks and listen to what

members need. In addition, Harris and Rae (2009) cite that privacy of personal data is increasingly important currently. The leading social networks are concerned about this aspect because users nowadays pay more attention to privacy issues. Most popular social networks try to develop system that protects member's data and content. It ensures users that their content and information are visible only to those allowed to see.

Interactivity

One more factor that leads to a successful social network is interactivity. The more members interact, the better it is for the networks. Social networkers should be encouraged to exchange content because it is the key to increase the interaction (Palmer and Koenig-Lewis, 2009). These activities generate great experiences among members, as a result, they develop positive attitude towards brands or associated businesses. Besides, online contests also give networkers opportunity to show their skills, which can stimulate the interaction and increase amount of members in social networks (DiIworth, 2009). McLaughlin and Davenport (2010) emphasize that members in the networks should be able to observe and follow what is going on in online activities in order to create attachment and unity within the networks. It allows social networkers to feel as if they were in the same virtual families who they can share every story and feeling. This is the key to make networks alive.

Interactivity level of members in social networks is by using forum. It is a tool for customers to ask questions regarding products/services to the companies including giving complaints, which allow members to express their opinion and become more familiar with the social networks. The topics created by customers have to be displayed on the networks and other members can view as well as discuss them (Harris and Rae, 2009). The more companies respond to the complaints clearly, the more successful social network can become. It is a highly effective way to increase interaction among social networkers (McLaughlin and Davenport, 2010). The outcomes from applying successful social network strategy to business operations are obvious in many leading organizations. The companies that incorporate social networks have ability to attract users or members who frequently visit, and share as

well as develop content other users in social networks constantly. It makes the networks interesting for current and new members at all times.

Trust and Brand awareness

Another expected benefit from social networks is that members must have higher brand awareness and loyalty after participating the networks (Muniz and Schau, 2007; Rae and Harris, 2009; McLaughlin and Davenport, 2010). It does not apply only to members who are already customers but also to users who have never tried products/services of the enterprises they should have a positive attitude to the firms and trust in the brands. The brand equity must be significantly higher which to a buying decision of current and new customers in the future. Connections in Social network are based on users' existing networks, and they join each other's networks by mutual agreement. These may influence the credibility of their networks, and increase trust. E-commerce-based systems have been used to build trust (Awad and Ragowsky, 2008). In addition, a study found that electronic communities represent an important drivers for developing trust (Lesser and Storck, 2001) Furthermore, efficient social networks are able to collect data from customers regarding opinion and attitude towards the companies' products and services. It brings about customer insights and the firms can predict and respond customer needs precisely (Jaffe, 2005; McLaughlin and Davenport, 2010). Although the ultimate results from social network strategies for the business are to increase sales and profits, according to the study, the primary benefit of social networks is to gain clear customer insights. Social networks help the companies truly understand customer needs and attitudes as well as create brand loyalty in customers. As a result, they are able to improve their products/services and develop innovations to meet customer satisfactions (Barwise and Meehan, 2010).

CHAPTER III

DATA COLLECTION

3.1 Research Methodology

This study has been conducted in order to find the key factor of online media that effect food buying decision. The main purpose of this study is to help traditional restaurant's owners who want to transform their brick and mortar business in to online business effectively. They would learn the key importance from the current users of website and social media feature. This study is subject to biases resulting from item and measurement. To reduce the common method bias, we tried to develop more concrete survey items. The variables are multi-item variables, which consist of interactivity, publicity, content, trust & credibility, and brand awareness on food buying decision via website and social media. The research focus is to verify and prioritize the key feature of website and social network that has a critical impact on food buying decision and brand loyalty.

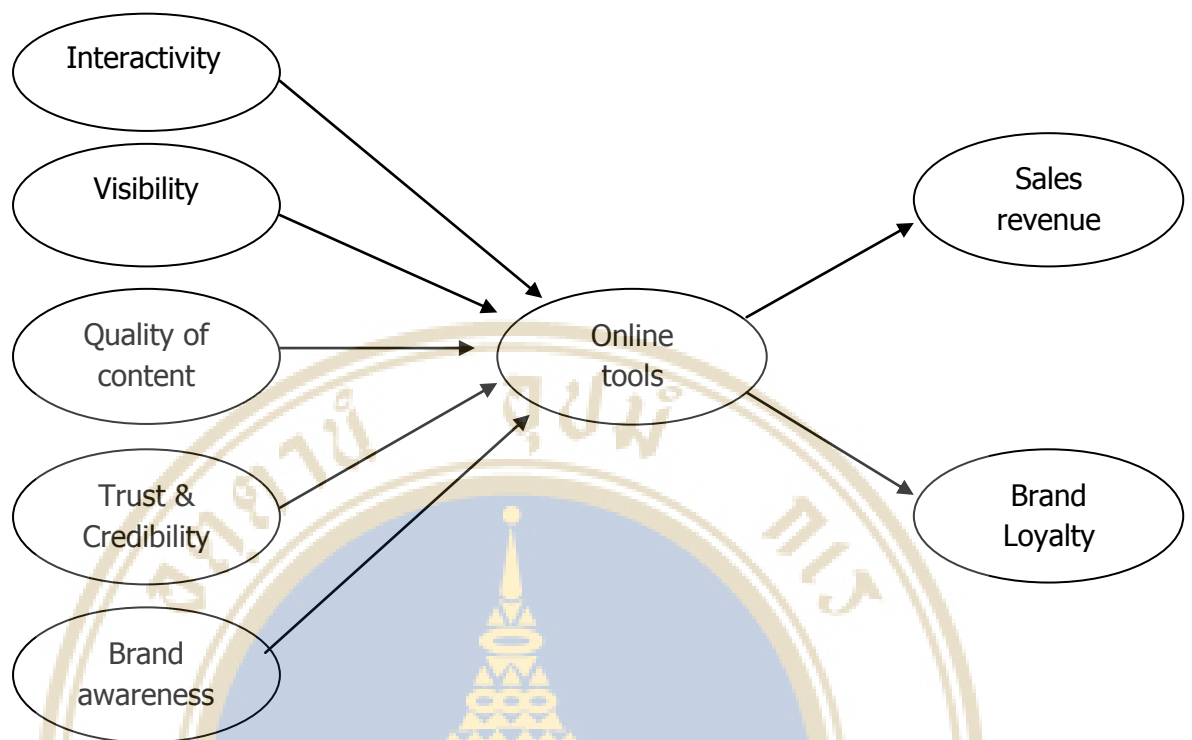


Figure 3.1: Modified Online feature of online tools

3.2 Data Collection

Questionnaire survey was the main technique for primary data collection. Populations in this study were Thais who using internet and online media. 400 questionnaires were distributed online. Various follow-up techniques were used as appropriate in order to obtain high and acceptable response rate. The 91 questionnaires were returned. The response rate is 22.75%.

CHAPTER IV

RESEARCH FINDINGS

4.1 Data Analysis

As the questionnaire has been sent to 400 respondents, there were 91 respondents accepted to make the questionnaire. In term of gender of respondents, there are male 27.1% of all respondents and female 72.9% that currently use and able to access internet.

Table 4.1: Gender of Respondents

Gender	Number of Respondents	Percentage of Respondents
Male	24	26.37%
Female	67	73.63%
Total	91	100.00%

In term of their demography shown in Table 4.2, respondents' age range from 26-30; represent 51.65% of total respondents, which consider being the majority of the samples in this study. Follow by the number of respondents' age range from 21 – 25 years old, 24.18%, respondents' age range from 31 – 35 years old, which is 17.58%, and respondents' age range from 36 – 40 years old, which is 6.59% of total respondents respectively. Besides, this study does not contain the sample of Thais who age from 41 years old and above.

Table 4.2: Age Range of Respondents

Respondents Demography		Gender		Total	Percentage of Age Range
		Female	Male		
Age Range	21- 25	19	3	22	24.18%
	26 – 30	37	10	47	51.65%
	31 – 35	8	8	16	17.58%
	36 – 40	3	3	6	6.59%
	More than 41	0	0	0	0.00%
		67	24	91	

In term of respondent's income level, this study contains 32.97% of all Thai respondents with 20,000 – 30,000 Baht income range per month as a majority. Secondly, This respondents with 30,000 – 40,000 Baht income range per months at 24.18%. Thirdly, This respondents with more than 60,000 Baht income range per months at 16.48%. Fourthly, This respondents with 10,000 – 20,000 Baht income range per months at 14.29%. Fifthly, This respondents with 40,000 – 50,000 Baht income range per months at 9.89%. Lastly, This respondents with 50,000 – 60,000 Baht income range per months at 2.2%. Traditional restaurant owner have to realize their price level relate with their customer income level.

Table 4.3: Income of Respondents

Income / Month	Age Range				Total	Percentage of Respondents
	21-25	26 - 30	31 - 35	36 - 40		
10,000 - 20,000	6	6	0	1	13	14.29%
20,001 - 30,000	10	18	2	0	30	32.97%
30,001 - 40,000	3	11	7	1	22	24.18%
40,001 - 50,000	1	5	2	1	9	9.89%
50,001 - 60,000	1	1	0	0	2	2.20%
More than 60,000	1	6	5	3	15	16.48%
Total	22	47	16	6	91	100%

Regarding to the degree of using online media toward food & dessert content, this study shows that 78.02% of respondents ever visit food & dessert website or media. 21.98% never visit or use online media. 24.18% of respondents ever visit food & dessert content online and made a purchase via phone call. Besides, 18.68% of respondents ever visited and purchased food and dessert via online purchasing tool as shown in Table 4.4.

Table 4.4: Degree of using online media on food & dessert

Degree of using online media on food & dessert	Total	Percentage of Respondents
Never	20	21.98%
Visited	32	35.16%
Visited and use phone call order purchasing	22	24.18%
Visited and use online purchasing tool	17	18.68%
Total	91	100.00%

In term of media channel, we provide an alternative question for respondents. Respondents were able to mark multiple items of online media that having an impact on their buying decision. Regarding to Figure 2, it shown that online media that has the most influence buying decision of the online user is Facebook, which 65 respondents or 71.42% of all respondents think that it has an impact on their buying decision. This could imply that most of the online users think that food and dessert advertisement on Facebook have the most impact to their buying decision. Facebook platform is compatible with various types of medium from personal computer to smart phones and tablets. Secondly, website of sellers which usually be created and managed all of the content by the owner of those website is also one of the most important online tools that respondent. 60 respondents or 65.93% of all respondents think that website of the seller has an impact on their food & dessert buying decision. Thirdly, Food review Website or Webboard or Blog is the intermediary website, which consisted of different review from food experts or regular users who ever used the service from different type of restaurants. The reviewer often gave the score or rating of each restaurant based on quality of dishes, service, and

staffs' manner etc. Fourthly, Instagram is an online photo-sharing, video-sharing and social networking application which has been introduced in 2010 on smart phone which using iOS, Android, and Windows phone's operating system. 37 respondents or 40.65% of all respondents think that this mobile application has an impact on their decision on food & dessert buying. Therefore, this study would give the direction to the traditional restaurant owner in order to select the potential online channel. These media channels will optimize the visibility of their product and business owner could scope their focus on the channel that had the most viewed and visit by potential online customers.

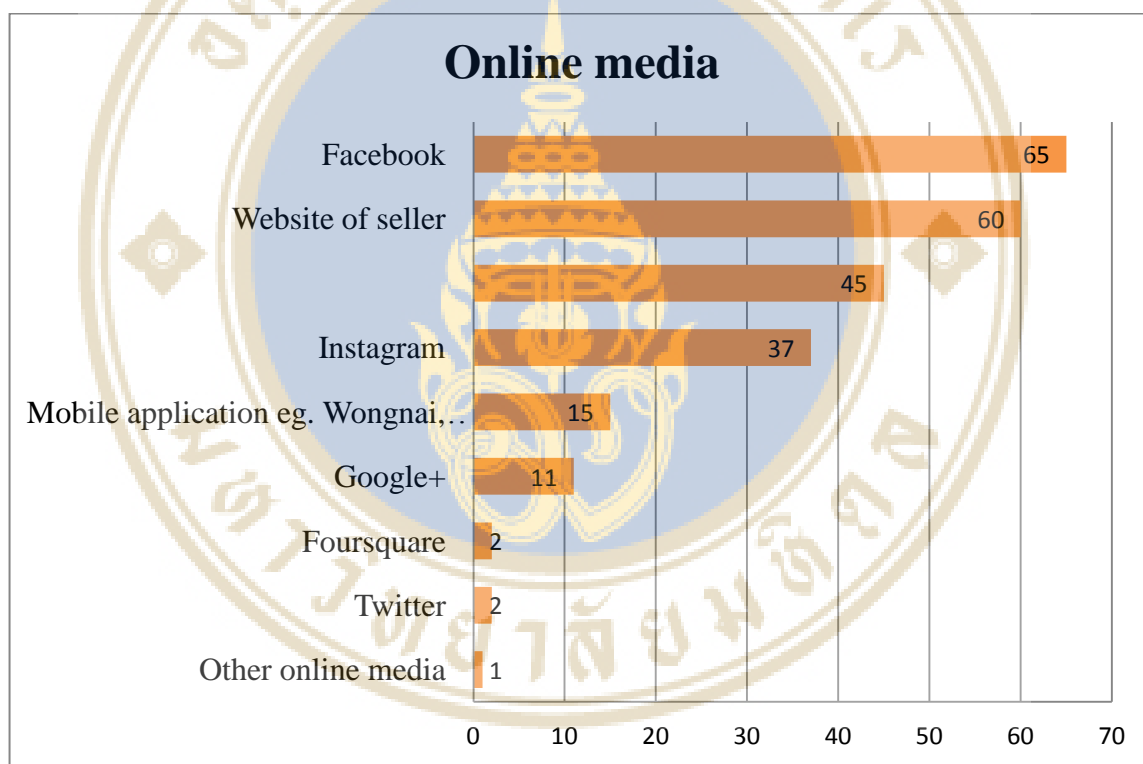


Figure 4.2: Online media that have an impact on food & dessert buying decision

In term of relationship with respondents with social network on food picture sharing activity, this study shows 80.22% of respondents ever shared food or dessert picture while they were dining in restaurants. This could imply that they already used with social network and already contribute the content of the restaurant.

19.78% of respondents never share food or dessert pictures. The frequency of food sharing shows in Table 4.5 below.

Table 4.5: Frequency of Food & Dessert Picture Sharing on Social Network.

Frequency (food picture sharing)	Number of Respondents	Percentage of Respondents
Never	18	19.78%
Once a year	3	3.30%
Once a month	26	28.57%
Once a week	26	28.57%
More than once a week	18	19.78%

4.2 The Result of Study

This study of variables that have both positive & negatives impact on buying begins with questionnaire asking respondents to rate 1 to 6 from Totally Disagree to Strongly Agree. The study of variable is related to the factor that has a positive impact on their buying decision of respondents. As the limited amount of time in conducting this research, we would use sum percentage of each variable scaling and mean score to explain the result.

4.2.1 Interactivity toward Buying Decision

The first question is aiming to measure the degree of the factor that have a positive impact on respondents' buying decision toward interactivity, in term of websites that provide the public space or Webboard for them to ask a question and give opinion with a restaurant. We found that 59% of respondents agree that interactivity the factor that influence their buying decision on websites as shown in Table 4.6.

Table 4.6: Measurement of Interactivity (Providing Public Webboard) toward Buying Decision.

Interactivity (Providing public Webboard)	Number of respondents	Percentage of respondents	Sum of Percentage
Completely Disagree	5	5%	41%
Mostly Disagree	6	7%	
Slightly Disagree	26	29%	
Slightly Agree	25	27%	59%
Mostly Agree	17	19%	
Completely Agree	12	13%	
Total	91	100%	100%

The second question is aiming to measure the level of respondents' opinion toward Interactivity in term of easiness of sharing content from website, which they could be able to share their favorite menu to their friends. We found a strong relationship that influence their buying decision, which 65% of respondents agree that Interactivity in term of easiness of sharing content is the factor that influences their buying decision. On the other hands, 31% of respondents disagrees that this factor has a positive impact on their buying decision as shown in Table 7.

Table 4.7: Measurement of Interactivity - Easiness of Sharing Content from Website toward Buying Decision.

Interactivity - Easiness of Sharing Content from Website	Number of respondents	Percentage of respondents	Sum of Percentage
Completely Disagree	9	10%	35%
Mostly Disagree	7	8%	
Slightly Disagree	16	18%	
Slightly Agree	26	29%	65%
Mostly Agree	23	25%	
Completely Agree	10	11%	
Total	91	100%	100%

4.2.2 Quality of Content toward Buying Decision

The first question is aiming to measure the degree of the factor that impact respondents' buying decision toward quality of content, in term of websites that provide sufficient information of food description and quality of food or dessert's pictures. Besides, giving clear information on the shop information such as contact number, map and route direction to restaurant is also the factor that related to quality of content. We found a strong relationship that 81% of respondents agree that quality of content is the factor that influences their buying decision on the website as shown in Table 4.8.

Table 4.8: Measurement of Quality of Content toward Buying Decision.

Quality of Content (Content)	Number of respondents	Percentage of respondents	Sum of Percentage
Completely Disagree	1	1%	12%
Mostly Disagree	0	0%	
Slightly Disagree	10	11%	
Slightly Agree	8	9%	88%
Mostly Agree	32	35%	
Completely Agree	40	44%	
Total	91	100%	100%

The second question is aiming to measure the level of respondents' opinion toward quality of content, in term of well-organized layout and construct, less or none of irrelevant ads or popup from during using the website. There is a strong relationship, which 69% of respondents agree that quality of content, in term of well-organized layout and construct, influences their buying decision as shown in Table 4.9.

Table 4.9: Measurement of Quality of Content (Well-Organized Layout & Less or None Irrelevant Ads & Popup) toward Buying Decision.

Quality of content (Well organized layout & less irrelevant ads & popup)	Number of respondents	Percentage of respondents	Sum of Percentage
Completely Disagree	3	3%	31%
Mostly Disagree	1	1%	
Slightly Disagree	24	27%	
Slightly Agree	22	24%	69%
Mostly Agree	24	26%	
Completely Agree	17	19%	
Total	91	100%	100%

4.2.3 Trust & Credibility toward Buying Decision

The first question is aiming to measure the level of respondents' opinion toward credibility, in term of websites that provide pictures of food expert and celebrity who ever visited that restaurant on its website. We found that 50% of respondents agree that interactivity the factor that influence their buying decision. On the other hands, 50% of respondents disagrees that credibility factor by using food expert and celebrity picture on posted on website have an impact on their buying decision as shown in Table 4.10.

Table 4.10: Measurement of Credibility (Food expert & Celebrity pictures) toward Buying Decision.

Credibility (Food expert and Celebrity)	Number of respondents	Percentage of respondents	Sum of Percentage
Completely Disagree	12	13%	50%
Mostly Disagree	11	12%	
Slightly Disagree	23	25%	
Slightly Agree	21	23%	50%
Mostly Agree	17	19%	
Completely Agree	7	8%	
Total	91	100%	100%

The second question is aiming to measure the level of respondents' opinion toward trust, in term of security in online transaction, reliability of delivery. Website provide online tool to keep track the delivery until order arrived destination. We found the highest relationship, which 89% of respondents agree that seller trust and credibility in term of ensuring safeness in online transaction is the factors that affect their buying decision in Table 11.

Table 4.11: Measurement of Trust (Content & Security) toward Buying Decision.

Trust (Content & Security)	Number of respondents	Percentage of respondents	Sum of Percentage
Completely Disagree	2	2%	11%
Mostly Disagree	1	1%	
Slightly Disagree	7	8%	
Slightly Agree	11	12%	89%
Mostly Agree	17	19%	
Completely Agree	53	58%	
Total	91	100%	100%

4.2.4 Brand Awareness toward Buying Decision

The question is aiming to measure the level of respondents' opinion toward brand awareness, which included the popularity and recognition of the restaurant or the website thru advertising on any media both offline and online, word of mouth among the group of respondents' friends. There is a strong relationship, which 85% of respondents agree that brand awareness factor, influences their buying decision as shown in Table 4.12.

Table 4.12: Measurement of Brand Awareness (Popularity & Recognition) toward Buying Decision.

Brand Awareness	Number of respondents	Percentage of respondents	Sum of Percentage
Completely Disagree	3	3%	15%
Mostly Disagree	2	2%	
Slightly Disagree	9	10%	
Slightly Agree	18	20%	85%
Mostly Agree	31	34%	
Completely Agree	28	31%	
Total	91	100%	100%

4.2.5 Visibility toward Buying Decision

The question is aiming to measure the level of respondents' opinion toward brand visibility, which is 24-hour available website content, and customer's content and opinion. There is a strong relationship, which 86% of respondents agree that visibility, influences their buying decision as shown in Table 4.13.

Table 4.13: Measurement of Visibility (Content) toward Buying Decision.

Visibility (Content)	Number of respondents	Percentage of respondents	Sum of Percentage
Completely Disagree	1	1%	14%
Mostly Disagree	7	8%	
Slightly Disagree	5	5%	
Slightly Agree	12	13%	86%
Mostly Agree	27	30%	
Completely Agree	39	43%	
Total	91	100%	100%

4.3 Prioritize Online Variables.

By comparing potential variable with the degree of current respondents who are using online tool, 5.118 mean score of respondents who visited and used online purchasing tool on the website think that trust of the website has an impact to their buying decision. we found that the people who were using website and ever use online purchasing tool concern trust which including the safeness of transaction while using online tool in the website as 1st priority. Secondly, 4.941 of respondents who visited and used online purchasing tool on the website think that quality of content, in term of food picture quality, clarity, providing clear information of product, contact information e.g. telephone number and map, having an impact on their online buying decision. Thirdly, 4.882 mean score of respondents who visited and used online purchasing tool on the website viewed that brand awareness in term of word of mouth and reputation of the restaurant lead them to buy food & dessert from that website as 3rd priority. Fourthly, visibility of the website 24-hours is considered to have a positive impact on food & dessert buying decision with the mean score of 4.756. Fifth of all, quality of content in term of good layout and well-organized content is considered to

have a positive impact on food & dessert buying decision with the mean score of 4.588. Sixth of all, Interactivity, in term of providing public Webboard for customer to ask the question and easiness of sharing content from website to other online application and other social media, we found that the mean score is less than 4.00 that is 3.882. We could interpret that this factor might have less impact to customer's buying decision. Seventh of all, trust & credibility, in term of using food expert & celebrity on website, we found that this factor has a mean score of 3.706, which is the least score of all alternatives. We could interpret that providing food expert & celebrity on website have least impact to buying decision of the people who ever visited and using online tools, as shown in Table 4.14.

Table 4.14: Prioritizing Online Variables with Positive Impact on Buying Decision.

Variable	Degree of using online media			
	Never	Visited	Visited and used phone call order purchasing	Visited and used online purchasing tool
Trust (Content & Security)	5.050	5.125	5.455	5.118
Quality of Content (Content)	5.200	5.219	4.909	4.941
Brand awareness	4.650	4.500	4.955	4.882
Visibility (Content)	4.700	5.000	5.091	4.765
Quality of content (Well-Organized layout & less irrelevant ads & popup)	4.350	4.125	4.091	4.588
Interactivity (Providing public Webboard)	4.200	3.938	3.455	3.882
Interactivity (Easiness of Sharing Content from Website)	3.950	4.125	3.318	3.882
Trust & Credibility (Food expert)	3.350	3.625	3.091	3.706

We also gave the same variable by asking respondents on problem issue related to the same online variable. We construct the same measurement as mentioned in online variable. This study is to confirm the problems that have negative impacts to the respondents buying decision from online respondents. In this analysis, we would like to focus on the respondents that ever visited the website and already used online purchasing tool. First, In term of quality of content, poor quality of content & unclear picture on Website, is the considered having the most negative impact to respondents' buying decision at the mean score of 4.82 out of 6. Likewise, trust & credibility, in term of low security in online transaction & content, is considered having the most impact at the same mean score. Thirdly, quality of content, in term of display of banner and irrelevant ads on websites, is considering having a negative impact on buying decision of respondents at mean score of 4.47. Forth of all, Brand awareness, in term of low or no brand recognition, is consider to have the negative impact to buying decision of respondent at mean score of 4.24. Lastly, visibility, in term of inability to see updated content 24 hours or poor reliability of website site domain, has a negative impact to respondent's buying decision at mean score of 4.00 out of 6. We found less relationship on negative impact to buying decision on interactivity factors, both no public Webboard providing and no social media sharing tool, with 3.53 and 3.47 mean score respectively. In addition, we also found that there is less negative impact to respondents' buying decision in term of trust and credibility, no food expert review, and celebrity's picture provided, as shown in Table 4.15.

Table 4.15: Prioritizing Online Variables (Problems) with Negative Impact on Buying Decision.

Variables - Problems	Degree of using online media			
	Never	Visited	Visited and use phone call order purchasing	Visited and use online purchasing tool
Quality of Content (Poor Content & Unclear Picture)	4.75	4.78	4.95	4.82
Trust & Credibility (Low security in online transaction and content)	4.80	4.75	4.73	4.82
Quality of content (Display of banners & irrelevant ads on Website)	4.15	3.88	4.91	4.47
Brand Awareness (Low brand Recognition)	3.95	3.84	3.59	4.24
Visibility (Can't access to content 24-hour)	4.35	4.47	4.45	4.00
Interactivity (No Public Webboard Provided)	4.25	3.84	3.32	3.53
Trust & Credibility (No food expert review or picture of celebrity on Website)	2.45	2.91	2.36	3.47
Interactivity (No social media sharing tool)	3.15	3.44	2.95	3.47

Obviously, quality of content on website has a positive influence on buying decision. We had given one questionnaire regarding quality of content; in term of social network provide sufficient information of food description and quality of food or dessert's pictures. However, the mean score of website's quality of content is higher than social network as shown in Table 4.16. The result implies that social

media's quality of content might be limited in term of sufficiency for viewers when compare to Website.

Table 4.16: Comparing Influence of Quality of content on Website and Social network.

Comparing: Influence of Quality of content on Website and Social network.	Degree of using online media			
	Never	Visited	Visited and use phone call order purchasing	Visited and use online purchasing tool
Quality of content - Social network	5.200	5.219	4.909	4.941
Quality of content - Website	4.350	4.531	3.545	4.353

CHAPTER V

DISCUSSION & CONCLUSION

5.1 Recommendation

From above result, it shows that in order for traditional restaurant to transfer their business online, they need to consider their budget to suit the cost of each mediums and reach-ability of each medium of each media. In this case, Facebook would be the most popular social media. Obviously, both social media and website could be integrated together. In term of content of both media, the quality of food images and descriptions are the basic component, which has a positive influence in buying decision. Along with the trust and credibility of the content, food pictures and description have to be the same as the actual product. From the research, the food picture taken by respondents' friends and shared in social media has a positive influence on their buying decision but an influence is not strong as the quality of content on Website. Therefore, regarding to the lower cost set up cost of website, Website setup should be the first priority of restaurant owner who want to open an online shop.

In order to use online transaction, the restaurant owners definitely need their own official website for online transaction. Our research has prioritized the basic required components from respondents who ever visited and used online transaction. However, it depends on the budget and resource of each restaurant. The restaurant owners definitely need to invest in call center units, IT staffs and delivery unit to fulfill the basic function of online transaction. The study showed the signification mean score of trust& credibility in term of security and safeness in online transaction of respondents buying decision. Restaurant owner need to ensure the trust of online transaction and content of product, which mean they have to be able to integrate their offline business unit with online tool. For example, once customer placing an order in online website, call center or staffs need to confirm the delivery time either thru online

or phone call to customers, then order need to be delivered to kitchen correctly. Lastly, delivery unit need to deliver food under the quality that accepted by customer regarding time and place that call center or staffs has confirmed with customers. Trust & credibility has not created within short period, restaurant owner have to repeat practicing and improving their process to match with customer's need in order to increase trust & credibility all the time.

Brand awareness is also important success factor that restaurant owner need to focus on. However, it would take an effective marketing strategy on both online and offline to achieve this factor. Restaurants can build revenue and reinforce their brand online by building brand awareness among a targeted audience. From using the concept of brand positioning to creating a meaning full of picture and communication message, there are a many of ways that restaurant owners can approach brand awareness. Accelerating brand recognition by using marketplace positioning, developing a visual presence, creating an advertising and marketing plan, and establishing loyalty in both offline and online business could increase brand awareness.

Lastly, we would like to spend more time collecting data more because we believe that above research's result could be improve further in term of variety of variables, sample's size and demographical variety. We could conduct a qualitative data gathering by using interviews on focus group. By doing this, we could get more of customer's insight and opinion toward online tools, which could give us more detailed and accurate data.

5.2 Conclusion

From our study on identify potential key success factors of transferring traditional restaurant from bricks & mortar to online. We found that trust& credibility, quality of content, brand awareness are the basic requirement and key success factor of transforming business from bricks & mortars to online business. We hope that this scope of study could guide restaurant owners and new entrepreneur to start up their own online business.

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