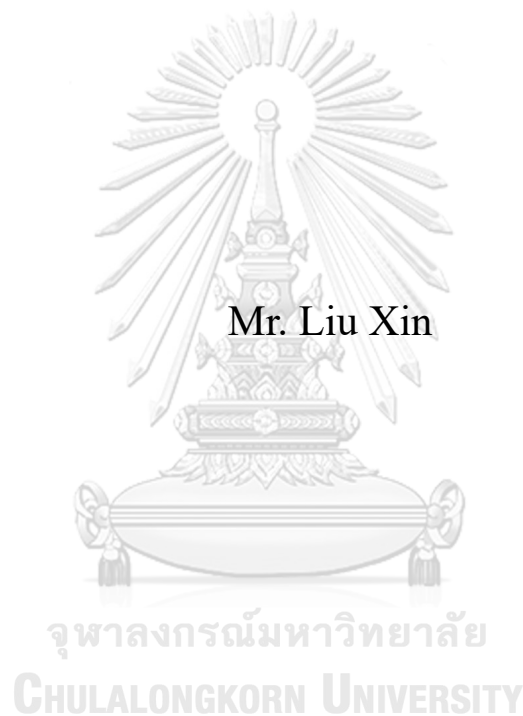


THE IMPACT OF BRAND IMAGE ON CUSTOMER  
LOYALTY TOWARD HAIDILAO THAILAND



An Independent Study Submitted in Partial Fulfillment of the  
Requirements  
for the Degree of Master of Arts (Communication Arts) in Strategic  
Communication Management  
Faculty Of Communication Arts  
Chulalongkorn University  
Academic Year 2023

ผลกระทบของภาพลักษณ์ตราสินค้าต่อความภักดีของลูกค้าที่มีต่อไห้ดีเลาประเทศไทย



สารนิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาโทสาขานิเทศศาสตรมหาบัณฑิต  
สาขาวิชาการจัดการการสื่อสารเชิงกลยุทธ์  
คณะนิเทศศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย  
ปีการศึกษา 2566

Independent Study Title THE IMPACT OF BRAND IMAGE ON CUSTOMER LOYALTY TOWARD HADILAO THAILAND  
By Mr. Liu Xin  
Field of Study Strategic Communication Management  
Thesis Advisor Associate Professor PAVEL SLUTSKIY, Ph.D.

---

Accepted by the FACULTY OF COMMUNICATION ARTS, Chulalongkorn University in Partial Fulfillment of the Requirement for the Master of Arts (Communication Arts)

INDEPENDENT STUDY COMMITTEE

..... Chairman  
(Assistant Professor WARAPORN CHATRATICHART, Ph.D.)

..... Advisor  
(Associate Professor PAVEL SLUTSKIY, Ph.D.)

..... Examiner  
(SER SHAW HONG, Ph.D.)

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

หลิว ซิน : ผลกระทบของภาพลักษณ์ตราสินค้าต่อความภักดีของลูกค้าที่มีต่อไห่เตาประเทศไทย. ( THE IMPACT OF BRAND IMAGE ON CUSTOMER LOYALTY TOWARD HAIDILAO THAILAND) อ.ที่ปรึกษาหลัก :  
รศ. ดร.พาวล สลุตสกี

วัตถุประสงค์ของงานวิจัย มีดังนี้: เพื่อสำรวจภาพลักษณ์แบรนด์และความจงรักภักดีของลูกค้าที่มีต่อไห่เตาประเทศไทย และสำรวจความสัมพันธ์ระหว่างตัวแปรทั้งสอง โดยงานวิจัยได้รวบรวมข้อมูลจากกลุ่มตัวอย่าง 258 คน ซึ่งอาศัยอยู่ที่กรุงเทพมหานคร เป็นระยะเวลาอย่างน้อยสามเดือน อายุระหว่าง 20 ถึง 50 ปี และได้มีการใช้บริการที่ไห่เตาในช่วงสามเดือนที่ผ่านมา ผลลัพธ์ของงานวิจัยนี้ แสดงให้เห็นถึงมุมมองเชิงบวกของกลุ่มตัวอย่างที่มีต่อภาพลักษณ์แบรนด์ไห่เตา ( $M = 3.89$ ) โดยภาพลักษณ์ด้านฟังก์ชันได้รับคะแนนเฉลี่ยสูงสุด ( $M = 3.91$ ) ตามมาด้วยภาพลักษณ์ด้านประสบการณ์ ( $M = 3.91$ ) ในขณะที่ภาพลักษณ์เชิงสัญลักษณ์ได้รับคะแนนเฉลี่ยต่ำที่สุด ( $M = 3.83$ ) นอกจากนี้ ผลลัพธ์ได้แสดงให้เห็นว่ากลุ่มตัวอย่างมีความจงรักภักดีต่อไห่เตาประเทศไทยเป็นอย่างมาก ( $M = 3.84$ ) โดยที่ความจงรักภักดีด้านความรู้สึกได้คะแนน 3.94 ความจงรักภักดีด้านการรับรู้อยู่ที่ 3.85 ความจงรักภักดีด้านความตั้งใจซื้อมีคะแนน 3.75 และความจงรักภักดีด้านการแสดงพฤติกรรมอยู่ที่ 3.85 สุดท้ายนี้ ในการตรวจสอบความสัมพันธ์ระหว่างตัวแปรทั้งสอง ผลลัพธ์ชี้ให้เห็นถึงความสัมพันธ์เชิงบวกระหว่างภาพลักษณ์แบรนด์และความจงรักภักดีของลูกค้า ( $r = 0.518$ )

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

สาขาวิชา	การจัดการการสื่อสารเชิงกลยุทธ์	ลายมือชื่อ
		นิติศ .....
ปีการศึกษา	2566	ลายมือชื่อ อ.ที่ปรึกษา
		หลัก .....

## 6588018528 : MAJOR STRATEGIC COMMUNICATION MANAGEMENT  
 KEYWORD brand image, customer loyalty, Haidilao Thailand

D:

Liu Xin : THE IMPACT OF BRAND IMAGE ON CUSTOMER LOYALTY TOWARD HAIDILAO THAILAND. Advisor: Assoc. Prof. PAVEL SLUTSKIY, Ph.D.

The objectives of this research are as followed: to explore Brand image and customer loyalty toward Haidilao Thailand and to investigate the relationship between the two variables. The study collected two hundred fifty-eight participants who is living in Bangkok for at least three months, aged between 20 and 50, and who have dined at Haidilao in the past three months. The findings reveal a positive perception of Haidilao's brand image among respondents ( $M = 3.89$ ). Notably, functional image received the highest mean score ( $M = 3.91$ ), closely followed by experiential image ( $M = 3.91$ ), while symbolic image obtained the lowest mean score ( $M = 3.83$ ). Additionally, respondents exhibited strong loyalty to Haidilao ( $M = 3.84$ ), with affective loyalty scoring 3.94, cognitive loyalty at 3.85, conative loyalty at 3.85, and action loyalty at 3.75. Examining the relationship between variables, the research indicates a positive correlation between brand image and customer loyalty ( $r = 0.518$ ).



Field of Study:	Strategic Communication Management	Student's Signature .....
Academic Year:	2023	Advisor's Signature .....

## ACKNOWLEDGEMENTS

In the successful completion of this Independent Study, I extend my heartfelt appreciation to all those who have been supporting and encouraging me throughout my academic journey.

Foremost, I would like to express my sincere gratitude to my advisor, Associate Prof. Dr. Pavel Slutskiy, whose unwavering support has been invaluable. His expertise and selfless guidance have profoundly influenced my academic growth. His professional advice played a pivotal role in the successful completing of this project. Beyond his academic support, Dr. Pavel's patience and professionalism have consistently motivated me, providing the encourage to navigate my studies. I am truly thankful for the guidance provided by my esteemed advisor, Dr. Pavel.

Additionally, I wish to convey my appreciation to the committee members, Assistant Prof. Dr. Waraporn Chatratichart and Dr. Ser ShawHong. Their kindness and willingness to offer extra support have been instrumental in advancing my research. Furthermore, their insightful evaluations and constructive feedback have consistently steered my independent study in the right direction.

I extend my gratitude to all students in the MSCM program, whose encourage and emotional support helped relieve my loneliness and anxiety during the research process. Special thanks go to Star, Tangkwa, and Mai for their generous assistance in translating essential contents into the Thai language.

Acknowledgment is due to the MSCM program staff, particularly Khun Thun, whose dedicated guidance has played a crucial role in meeting the requirements of the Independent Study step by step.

Lastly, my deepest thanks go to my family. Their unwavering support has been the cornerstone of my success in completing this program. Their understanding, encouragement, and love are truly invaluable.

In closing, I express my sincerest gratitude to all those who have played a pivotal role in my academic journey. Your unwavering support has been indispensable.

Liu Xin

# TABLE OF CONTENTS

	<b>Page</b>
ABSTRACT (THAI) .....	iii
ABSTRACT (ENGLISH).....	iv
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS .....	vi
CHAPTER 1 Introduction.....	1
1.1 Significances of the study.....	1
1.2 Haidilao.....	3
1.3 Objectives of the study .....	5
1.4 Research questions.....	5
1.5 Scope of this study.....	6
1.6 Operational definitions .....	6
1.7 Expect benefits from the study .....	7
CHAPTER 2 Literature Review .....	9
2.1 Brand communication:.....	9
2.2 Brand image.....	11
2.2.1 Definition of brand image .....	11
2.2.2 Dimension of brand image .....	13
2.2.3 Measurement of brand image .....	15
2.3 Customer loyalty.....	17
2.3.1 Definition of customer loyalty .....	18
2.3.2 Dimension of customer loyalty .....	19
2.3.2.1 A four-stage model of customer loyalty .....	19
2.3.2.2 Dick and Basu's customer loyalty model .....	21
2.3.3 Measurement of customer loyalty .....	23
2.4 Relationship between Brand Image and Customer Loyalty .....	24

2.5 Conceptual framework.....	25
CHAPTER 3 Methodology.....	27
3.1 Research Sample and Sampling Method .....	27
3.2 Research instrument and questionnaire format: .....	28
3.3 Measurement of variables:.....	29
3.4 Reliability and Validity: .....	30
3.5 Data collection and data analysis.....	31
CHAPTER 4 Research Findings.....	32
4.1 Demographic information of participants:.....	32
4.2 Brand image and customer loyalty toward Haidilao Thailand .....	35
4.2.1 Brand image towards Haidilao Thailand.....	35
4.2.2 Customer loyalty towards Haidilao Thailand.....	38
4.2.3 Relationship between brand image and customer loyalty .....	40
4.3 The impact of the demographic group on brand image.....	42
4.3.1 The impact of gender on brand image.....	42
4.3.2 The impact of educational level on brand image.....	42
4.3.3 The impact of monthly income on brand image.....	45
4.3.4 The impact of nationality on brand image.....	45
4.4 The impact of the demographic group on customer loyalty .....	47
4.4.1 The impact of gender on customer loyalty.....	47
4.4.2 The impact of educational level on customer loyalty.....	49
4.4.3 The impact of monthly income on customer loyalty.....	50
4.4.4 The impact of nationality on customer loyalty.....	50
CHAPTER 5 Summary and Discussion .....	53
5.1 Summary.....	53
5.2 Discussion.....	57
5.2.1 Brand image .....	57
5.2.1.1 Functional image .....	58
5.2.1.2 Experiential image.....	60



5.2.1.3 Symbolic image .....	61
5.2.2 Customer loyalty .....	63
5.2.2.1 Affective loyalty .....	63
5.2.2.2 Action loyalty .....	64
5.2.3 Relationship between brand image and customer loyalty .....	65
5.2.3 Distinct brand image and customer loyalty among different demographic groups .....	66
5.3 Limitations of this research .....	69
5.4 Direction for Future Study .....	69
5.5 Practical Implications .....	70
REFERENCES .....	73
REFERENCE.....	74
APPENDIX A .....	86
APPENDIX B .....	91
APPENDIX C .....	96
VITA .....	101

# CHAPTER 1

## Introduction

### 1.1 Significances of the study

Brand image is a concept that has commanded significant attention from both marketing practitioners and researchers. It serves as the bedrock upon which strategic marketing decisions are built, guiding choices related to market segmentation and product positioning. This is because a well-crafted brand image empowers a company to differentiate its products or services from those of competitors, as observed by Lee et al. (2014). Furthermore, the work of Wijaya (2013) underscores that brand image extends beyond mere differentiation; it embodies a brand's reputation and credibility in the eyes of its customers. In other words, customers tend to trust or consume a brand that has a strong brand image. Consequently, it wields considerable influence over their decision-making processes and consumption behaviors. Thus, it comes as no surprise that the majority of marketers are ardently dedicated to establishing a positive, distinctive, and consistent brand image for their organizations.

Within the realm of marketing, numerous researchers contend that brand image occupies a pivotal role in the broader construct of brand equity (Aaker, 2012; Keller, 1993). The assertion made by Deewong (2019) that brand equity has become one of the most prominent and widely discussed topics in recent years in marketing underscores its significance. Keller's (1993) definition of customer-based brand equity, encapsulating the differential effect of brand knowledge on consumer responses to brand marketing efforts, forms the cornerstone of this discussion. Customer-based brand equity, as described by Keller, delves into consumers' feelings, thoughts, and actions towards a brand, underpinning the brand's value, market share, and profitability. Notably, in the pursuit of understanding and harnessing brand equity, brand image emerges as a crucial component (Lee et al., 2014).

The conceptual landscape of brand image is rich and diverse, characterized by

various interpretations and ongoing debates. Amid these diverse perspectives, Keller's definition of brand image stands out as the most widely embraced and applied in contemporary marketing discourse (Plumeyers et al., 2017). Keller (1993) aptly delineates brand image as comprising consumers' perceptions of a brand, which encapsulate the brand's meaning and are stored in memory as a network of associations. These brand associations can manifest in the form of attributes, benefits, or attitudes. Building upon Keller's seminal work, Lee et al. (2014) further refine the definition of brand image, conceiving it as the composite of a customer's perceptions of a brand, a result of the synthetic interplay between cognitive, affective, and evaluative processes within a customer's mind.

Customer loyalty has long been a subject of keen interest among researchers and a cornerstone of marketing strategies employed by businesses worldwide. It is a concept that transcends industries and has been the focus of numerous studies and investigations. In the contemporary business landscape, cultivating and sustaining customer loyalty has become a paramount objective for organizations seeking to thrive and excel in a competitive market (Kumar & Shah, 2004).

Furthermore, retaining and maintaining loyal customers is profitable because it provides a competitive advantage for a brand. Loyal customers can create significant profit for a brand through repeat purchases, premium payments, and introducing new customers through word-of-mouth. Moreover, attracting a new customer might cost five times or more compared to maintaining an existing loyal customer (Zineldin, 2006).

The importance of customer loyalty is highlighted by recent trends in the market. A report from Fortune Business Insights shows that the global loyalty management market saw significant growth, reaching a value of \$5.29 billion in 2022. Furthermore, the market is expected to continue growing, with an estimated value of \$6.47 billion in 2023 and a remarkable forecasted growth of \$28.65 billion by 2030. These numbers not only stress the importance of loyalty management but also indicate a growing interest in strategies and technologies aimed at encouraging customer loyalty in a changing and customer-focused business environment.

Customer loyalty is a multifaceted concept, and it lacks a single, universally accepted definition, as noted by Ogba and Tan (2009) and Jumaev et al. (2012). However, within the realm of extensive discussions, a widely accepted and influential definition of customer loyalty comes from Oliver. In his seminal work, Oliver defines customer loyalty as an enduring and unwavering commitment to consistently repurchase or re-engage with a favored product or service in the future, even in the face of situational influences and marketing efforts that may otherwise entice the customer to switch to alternative brands (1997, p. 392).

Andreani et al. (2012) demonstrated that a robust brand image can foster customer loyalty, highlighting the relationship between these two vital concepts. This research underscores the significance of understanding how a brand's image influences the loyalty of its customers. In a competitive market landscape, where the value of customer loyalty is increasingly recognized, comprehending and leveraging the dynamic interplay between brand image and loyalty becomes a crucial aspect of strategic marketing and brand management. This study aims to delve deeper into this relationship, shedding light on the mechanisms through which a brand's image impacts customer loyalty and, in turn, contributes to a brand's long-term success and profitability.

## 1.2 Haidilao

In the context of the exploration of brand image and customer loyalty, Haidilao International Holding Ltd. serves as an instructive case study. As a leading global mid to high-end hot pot brand, Haidilao has not only demonstrated a strong commitment to its customers, as observed by Shu (2023) but has also excelled in cultivating a positive brand image. Their overarching vision is to ensure that customers experience enjoyment when dining at Haidilao. To achieve this goal, Haidilao offers additional services to their patrons, such as traditional face-change performances and complimentary manicures.

Established in China in 1994, the Haidilao brand has experienced significant growth over two decades. As of 2020, Haidilao had expanded its presence to include 1349 chain restaurants in China and 115 outlets in other 12 countries (Haidilao, 2023). According to Haidilao's report (2023), their annual revenue for 2022 amounted to 34.6 billion Chinese Yuan. Currently, Haidilao is actively pursuing opportunities to expand its business internationally.

One noteworthy achievement in Haidilao's international expansion efforts is its successful entry into the Thai market. In 2019, Haidilao made its debut in Thailand's culinary scene and quickly rose to a prominent position within the Chinese hotpot industry in Thailand. Presently, Haidilao operates seven stores across Thailand, a testament to its adaptability and success in diverse international markets.

Haidilao's core business revolves around operating restaurants that specialize in hot pot cuisine, characterized by the simmering broth placed at the center of diners' tables, where they cook their chosen ingredients by dipping them into the hot liquid (as depicted in Figure 1.1). Nevertheless, it's important to acknowledge that the hot pot industry is fiercely competitive. To not only survive but thrive, Haidilao has recognized the paramount significance of its customers. Hence, they have embraced a customer-centric approach to development and innovation.

In the present day, Haidilao goes beyond merely providing food; they also prioritize enhancing the overall customer experience and addressing customer needs promptly (Shu, 2023). This strategic shift has yielded remarkable results, catapulting the brand to maintain an esteemed reputation in the Chinese market.

Figure 1.1 Haidilao's products



Source: Haidilao (2023). *Hot pot dining*, Retrieved 1 October 2023, from <https://www.superhiinternational.com/about/culture>

### 1.3 Objectives of the study

- 1) To explore the perception of brand image and customer loyalty toward Haidilao Thailand
- 2) To investigate the relationship between brand image and customer loyalty toward Haidilao Thailand

### 1.4 Research questions

- 1) What are the perceptions of brand image and customer loyalty toward Haidilao Thailand respectively?
- 2) Is there a relationship between brand image and customer loyalty toward Haidilao Thailand?

### 1.5 Scope of this study

This study employs a quantitative research approach, utilizing surveys with questionnaires technique to investigate the concept of brand image and customer loyalty and their relationship. A purposive sampling method is employed, specifically targeting the Thai market and individuals residing in Bangkok, aged between 20 and 50 years old. The selected participants must have consumed Haidilao products within the past three months. Questionnaires are distributed at commercial locations where Haidilao stores are situated in Bangkok, to reach potential high-value customers of Haidilao.

### 1.6 Operational definitions

*Brand image* is how consumers perceive a brand due to its corporate communication efforts, which leads them to freely associate their thoughts with the brand. In this study, brand image has three dimensions (Park et al., 1986).

- 1) *Functional image* refers to consumers' perception of whether the brand can satisfy their needs.
- 2) *Symbolic image* encompasses consumer perception of whether the brand can meet their inner desire, such as self-value, social status, etc.
- 3) *Experiential image* is the consumers' perception of whether the brand can bring pleasure according to their experience.

Customer loyalty is defined as the unwavering commitment to repeatedly choose a favored product or service, even when tempted by alternative brands or marketing efforts. (Oliver, 1997, P.392). It is constructed with four dimensions as follows.

- 1) *Cognitive loyalty* is defined as customers being loyal when they realize the attitudes of a particular brand are better than alternative brands. inferiority/superiority of the organization and its service.

- 2) *Affective loyalty* which is related to consumers' pleasure fulfillment or favorable attitude toward a brand.
- 3) *Conative loyalty* is the intention or commitment of a customer to behave toward a goal in a particular manner.
- 4) *Action loyalty indicates customers' commitment to purchase a brand repeatedly.*

### **1.7 Expect benefits from the study**

This research may be beneficial in some ways both in academic terms and in practical terms.

Firstly, the outcomes of this study can enhance the understanding of the concepts of brand image and customer loyalty. Furthermore, the connection between the two variables also can be shown in this research.

In practical terms, this study has the protentional to provide valuable insights about branding and customer relationships to marketing professionals in the restaurant industry. Further, this study can support marketing participants in gaining a deeper understanding of the perspectives and attitudes of customers in the current market. Additionally, the findings can be used as assessing tools to evaluate the performance of a brand in the field of marketing communication. Ultimately, marketers can reference this study to develop their brands and formulate their strategic marketing decisions.

In conclusion, cultivating a strong brand image has emerged as a critical strategy for businesses to thrive base in the competitive landscape of contemporary business. The significance of brand image extends beyond mere differentiation; it profoundly influences consumers' perceptions, choices, and behaviors. This study delves into the pivotal role that brand image plays in the brand of Haidilao Thailand, a renowned hotpot restaurant chain. Specifically, this study investigates how the brand



image of Haidilao Thailand impacts customer loyalty, a key factor in the sustained success of any business. The outcomes can contribute to both academic and business operations.



## CHAPTER 2

### Literature Review

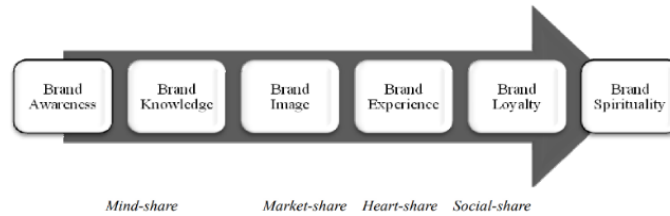
#### 2.1 Brand communication:

A brand encompasses various elements such as a name, term, sign, symbol, design, or a combination thereof, all to distinguish the products or services offered by a particular seller or a group of sellers from those of their competitors (American Marketing Association, 2007). In simpler terms, a brand serves as a tool to set one business apart from its rivals. Furthermore, Kapferer (1998) argues that companies can enhance the value of their products or services by building a strong brand. From a consumer perspective, a brand serves as a simple and memorable expression, making it easier for people to recall. Customers often gravitate toward familiar or preferred brands to mitigate perceived risks (Maruya & Mishra, 2012).

Communication is the essential human activity that connects people and fosters relationships. Effective communication enables an organization to convey meaningful messages to its audience and establish brand relationships (Şahin et al., 2012). Brand communication plays a central role in managing brand relationships with a wide range of stakeholders, including customers, employees, suppliers, channel members, media, government regulators, and communities (Zehir et al., 2011). Aaker (2010) defines brand communication as all the efforts a company undertakes to bridge the gap between consumers' perceptions and its brand. Therefore, the primary objective of brand communication is to enhance the relationship between companies and customers, ultimately fostering customer loyalty.

From a communication perspective, Wijaya (2013) has developed a hierarchy of branding, as illustrated in Figure 2.1, to elucidate the process of brand building. In this model, six key concepts constitute a progressive process.

Figure 2.1 Hierarchy of branding



Source: Wijaya, B. S. (2013). Dimensions of Brand Image: A Conceptual Review from the Perspective of Brand Communication. *European Journal of Business and Management*, 5(31), 55–65.

Wijaya (2013) underscores that the communication between a brand and its customers begins with awareness. In essence, when customers become aware of a brand, the brand initiates a relationship with them. During this stage, customers have limited knowledge about the brand. As their awareness increases, customers come to know and understand the attributes of the brand or product. This stage is referred to as brand knowledge. Subsequently, individuals form perceptions or associations that shape an image of the brand or products, known as brand image. As relationships develop, individuals may directly interact with the brand or try its products, leading to brand experiences. Positive experiences can result in a favorable brand image. The combination of a positive brand image and satisfying experiences tends to cultivate customer loyalty (referred to as brand loyalty). With deepening relationships, the brand becomes an integral part of customers' lives, fostering a strong sense of attachment. Consequently, the brand can evoke profound emotional connections, representing the final stage in brand development.

Wijaya (2013) highlighted the critical role of brand communication in building and managing brand relationships, with a focus on the hierarchy of branding. It outlines the progressive stages in brand development, starting with awareness and culminating in a deep emotional connection with the brand. It bridges the gap between consumer perceptions and a company's brand identity, ultimately fostering customer loyalty and trust.

However, a striking trend in customer behavior is that they increasingly want to be associated with a brand image through their experience (Janonis & Virvilaitė, 2007). This means that customers are no longer passive recipients of a predefined brand image, but actively shape the brand image through their experiences (Park et al., 1986; Janonis & Virvilaitė, 2007). In other words, brand image seems to overlap with the concept of brand experience. Therefore, experience is explored within the concept of brand image in this study.

## 2.2 Brand image

Brand image is a popular topic in the marketing literature (DAM & DAM, 2021). Back in the 1950s, Gardner and Levy (1955) introduced the concept of how consumers see, feel, and think about a brand. This idea has its roots in psychology and has become crucial in understanding consumer behavior.

In the 1990s, researchers delved deeper into brand image. Drucker (1974, p57), often considered the "father of management," highlighted that marketing's main goals are creating a desired brand and making sales superfluous. In essence, marketing is all about branding (Lee et al., 2014). This led to increased interest in brand equity (Aaker, 1991; Biel, 1993; Keller, 1993), with brand image being recognized as a key element in building brand equity (Keller, 1993).

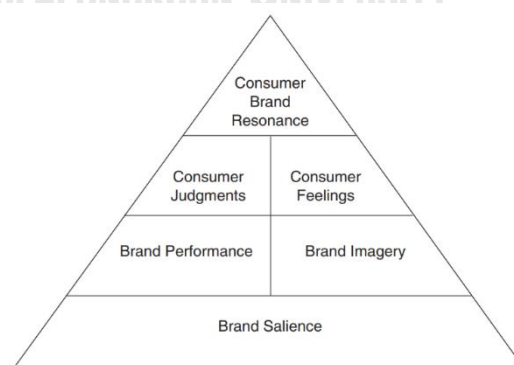
### 2.2.1 Definition of brand image

The definitions of brand image vary depending on the research focus (Malik et al., 2012). Generally, two types of schools of definition exist. One school of thought refers to the concept of perceptions and associations, whereas several others take it as a total impression in the minds of the consumers as opposed to the holistic assessment made based on the collection of functional, experiential, and symbolic benefits (Das et al., 2016).

Aaker (1996) defines brand image as how a brand is perceived by consumers and others. Furthermore, Aaker and Mcloughlin (2010) introduce brand identity to elaborate the brand image. They point out that brand identity, which is a brand associate a company wants to create and maintain, is an aspirational external brand image (p186). However, his definition may lead researchers confused because of his use of different terminology to explain the concept of brand image and identity (Lee et al., 2014).

Keller (1993) initially conceptualized the brand image as perceptions about a brand as reflected by the brand associations held in consumer memory. He explained brand association is the other informational nodes linked to the brand node in memory and contains the meaning of the brand for consumers. Keller (2001) provided more interpretations of brand image in his consumer-based brand equity model (CBBE) as illustrated in Figure 2.2. In his model, Keller (2001) used brand meaning, which is the characteristics of a brand in the consumer mind, and brand responses, what customers think and feel about a brand, to define the brand image. Thus, Keller (2001) described the brand image as the combination of brand imagery, brand performance, consumer judgment, and consumer feeling.

Figure 3 Consumer-based brand equity



Source: Keller, K.L. (2001). Building customer-based brand equity: a blueprint for creating strong brands.

Lee et al. (2014) pointed out the limitations of Keller's definition. They argued the four elements in the CBBE model are not independent, and the model is not clear enough to define a concept. Instead, they claimed the concept of brand image is the sum of a customer's perceptions about a brand generated by the synthetic interaction of the cognitive, affective, and evaluative processes in a customer's mind.

Lastly, Park et al. (1986) asserted that brand image is not only about the perception of a brand affected by a company's communication activities, instead, this concept was described as the consumers' understanding of all the activities a company does about a brand. To summarize their definition, brand image is how consumers perceive a brand due to its corporate communication efforts, which leads them to freely associate their thoughts with the brand.

In light of this comprehensive perspective, the definition of brand image adopted in this study aligns with the insights offered by Park and his colleagues (1986). This definition underscores the multifaceted nature of brand image formation, considering the cumulative effect of all activities associated with a brand. It recognizes the intricate interplay of cognitive, affective, and evaluative processes in shaping brand perceptions. This definition has been chosen for its holistic view, which enriches the understanding of brand image in the context of diverse consumer experiences and company activities.

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

### 2.2.2 Dimension of brand image

Several aspects of the brand image have been proposed by researchers, and while there isn't a consensus on its dimensions, most researchers agree that it's a multi-faceted concept (Park et al., 1986; Malik et al., 2014; Das et al., 2016).

Looking at brand association, Keller (1993) identified three key dimensions of brand image: attributes, benefits, and attitudes. Attributes are the product or service features that consumers perceive, including what they think the product/service possesses or involves in terms of purchase or consumption. Benefits refer to the

personal value consumers attach to these attributes, i.e., what they believe the product or service can do for them. Attitudes represent consumers' overall evaluations of a brand.

Salinas and Perez (2009) suggested that reputation could be one dimension of brand image. Thus, they posited that brand image comprises a functional image, an affective image, and a reputation. Salinas and Perez (2009) quoted the definition of reputation from Weiss et al. (1999), which refers to the impression of public esteem or high regard as judged by others. Weiss et al. (1999) believed that an organization is held in public esteem when it is perceived as both visible and credible. Regarding the functional image and affective image, Vercueil (2018) provided clear explanations under this model. The functional image pertains to how consumers perceive the practical and product-related aspects of a product, including its quality and how it's used. On the other hand, the affective image encompasses the range of emotions, both positive and negative, that consumers feel when they encounter a brand's image.

Additionally, Aaker and McLoughlin (2010) introduced 16 items to measure brand association, which is considered a dimension of brand image (Malik et al., 2012). These dimensions encompass attributes/benefits, design, systems solutions, social programs, customer relationships, niche specialists, quality, value, product category, breadth of product line, emotional and self-expressive benefits, the experience, being global, being contemporary, and brand personality.

Park et al. (1986) proposed a brand image model based on consumers' needs or benefits. In their model, the brand image consists of functional needs (related to problem-solving products), symbolic needs (fulfilling self-enhancement, role position, group membership, or ego-identification), and experiential needs (products or services that offer sensory pleasure, variety, and cognitive stimulation). Researchers (Wu & Wang, 2014; Chen, 2021) developed their model and elaborated on each dimension of brand image as follows:

- 1) *Functional image* refers to consumers' perception of whether the brand can satisfy their needs.

- 2) *Symbolic image* encompasses consumer perception of whether the brand can meet their inner desire, such as self-value, social status, etc.
- 3) *Experiential image* is the consumers' perception of whether the brand can bring pleasure according to their experience.

In summary, the researchers mentioned previously have introduced the functional dimensions of brands, including attributes, functional image, benefits, and the psychological aspects of brands, such as attitude, symbolic image, affective image, and emotions in their models. Additionally, Janonis and Virvilaitė (2007) observed that consumers have started searching for distinct and exceptional experiences associated with brand image. Thus, this study applied the model from Park et al. (1986). The dimensions of brand image are functional image, symbolic image, and Experiential image.

### 2.2.3 Measurement of brand image

Experts employ a range of methods to assess the concept of brand image, reflecting the absence of a standardized approach. Biel (1993) posited that brand image comprises two categories of attributes: "soft" and "hard." The "hard" attributes pertain to tangible, functional aspects of a brand, while the "soft" attributes concern intangible, emotional elements. Biel (1993) regarded this concept as the fusion of a brand's intrinsic and extrinsic attributes. Intrinsic attributes are associated with the physical functions of a product or brand, while extrinsic attributes relate to a product but are not inherent to it (Espejel et al., 2007). Beil's perspective has gained wide acceptance among branding researchers (Kaplan, 2007). However, Reynolds and Gutman (1984) proposed that brand image could be restricted to the perception of extrinsic attributes, specifically the attitude toward a brand. Consequently, numerous methods for measuring this concept exist (Reynolds & Gutman, 1984; Kaplan, 2007; Plumeyer et al., 2017).

Experts employ both qualitative and quantitative approaches to assess brand



image (Reynolds & Gutman, 1984). Notably, quantitative methods predominate (Kaplan, 2007). Qualitative techniques such as focus groups and in-depth interviews are commonly used to gain insights into brand image, as noted by Plumeyer et al. (2017). For instance, Bian and Moutinho (2011) employed focus groups to explore consumers' opinions and perceptions of the brand image of counterfeit goods. They use four groups to explore the brand image of counterfeit Rolex brands. Participants were shown counterfeit Rolex watches and asked to comment on associated features. Subsequently, participants rated the relevance of a preliminary list of brand image attributes derived from various sources, including previous studies, product packaging, Rolex watch advertisements, and Aaker's (1997) personality scale. As a result, the analysis yielded 28 brand image items (e.g., "it's expensive") for further research on counterfeit Rolex watches.

Similarly, Kaplanidou and Vogt (2006) conducted a study using two focus groups to study how people perceive the brand image in sports tourism events. They carefully examined the discussions between researchers and passionate cyclists. From these conversations, Kaplanidou and Vogt (2006) identified six main themes related to the brand image of sports tourism. These themes included topics such as the environment and emotions. Their research helped address a gap in our understanding of how the brand image works in the sports tourism industry, offering valuable insights for future studies in this field.

In-depth interviews have also been employed to explore brand image, as demonstrated by Thompson et al. (2006). They collected data from 34 coffee patrons at six different coffee shops to gain insights into Starbucks' brand image. The interviewees used the laddering technique to elicit their experiences and opinions regarding their preferred coffee shop and their perceptions of Starbucks. Before the interviews, Thompson et al. (2006) prepared topics to ensure focused discussions on coffee shops. The researchers identified two main themes related to Starbucks' brand image, with individuals often describing Starbucks as a profit-driven entity, reflecting a form of market populism. Moreover, they observed that some individuals perceived nothing exceptional about Starbucks' products, brands, or services.

When researchers employ quantitative methods to investigate brand image, the Likert scale technique is a common choice (Plumeyer et al., 2017). However, due to the lack of a consistent definition, researchers tend to employ distinct questionnaires for their brand image studies.

A classic example of a Likert scale approach is presented by Salinas and Pérez (2009), who posited that brand image consists of functional image, affective image, and reputation. They used three dimensions and eight scale items to measure brand image. c(2009) utilized their Likert scales to investigate how brand extension affects brand image. Their study involved data collection from 720 individuals, revealing a negative influence of brand extensions on brand image.

Incorporating these diverse methods for assessing brand image, this study used a quantitative approach to investigate the concept of brand image, utilizing the Likert scale as a key measurement tool. The choice of a quantitative approach allows for systematic data collection and rigorous statistical analysis, facilitating the measurement of brand image in a structured and replicable manner.

### **2.3 Customer loyalty**

Customer loyalty is conventionally perceived by numerous market practitioners as the consistent repurchase of a specific brand by customers. However, diverging academic viewpoints challenge this notion. Notably, researchers (Khan, 2013; Nguyen et al., 2013) contend that the scope of customer loyalty cannot be fully encompassed by analyzing purchase behaviors alone. Their argument stems from the recognition that multiple elements, including the marketing environment or context, as proposed by Smith and Swinyard (1983), exert influence on these behaviors.

### 2.3.1 Definition of customer loyalty

In literature, the concept of customer loyalty has been defined many times (Oliver, 1999; Watson et al., 2015; Nguyen et al., 2013) . Jumaev et al. (2012) emphasized customer loyalty is a rich concept with many possible definitions. In general, the conceptualization of this concept can be separated into two main typologies which are behavioral and attitudinal (Ishak & Ghani, 2013).

Newman and Werbel (1973) defined loyal customers as individuals who consistently repurchase a specific brand and exclusively choose this brand within its category. In a similar vein, Tellis (1988) emphasized that loyalty revolves around how often and to what extent customers make repeat purchases of the same brand. Furthermore, Tellis (1988) introduced the terms long-term loyalty and short-term loyalty to differentiate between consumer purchasing behaviors.

Costabile (2000) asserts that customer loyalty represents the most potent and profound type of association between clients and a company. This implies a deep and lasting bond that transcends mere transactions and reflects a committed and enduring relationship built on trust, satisfaction, and mutual value.

Oliver (1999) expressed his criticism of the definition which derived only from behavior, highlighting its deficiency in considering the psychographic aspects of consumers. In Oliver's definition, he characterizes customer loyalty as a profound and unwavering commitment to consistently repurchase or re-engage with a preferred product or service in the future, even in the face of situational influences and marketing efforts that might otherwise tempt the customer to switch brands (1997, p. 392). In short, the definition of customer loyalty is the unwavering commitment to repeatedly choose a favored product or service, even when tempted by alternative brands or marketing efforts.

Furthermore, Dick and Basu (1994) define customer loyalty as the extent to which a strong and enduring connection exists between an individual's relevant attitude toward a specific brand and a continuous inclination to repeatedly engage in

patronage or purchase behavior. They propose four categories of customer loyalty that identify customers based on the varying relationships between their attitudes and purchase behaviors, including loyalty, latent loyalty, spurious loyalty, and no loyalty. This definition accentuates the interplay between a customer's attitudes and their consistent commitment to a particular brand, highlighting the fundamental link between attitude and behavior in the understanding and measurement of customer loyalty. However, in comparison to Oliver's definition (1999), Dick and Basu's (1994) definition did not delve deeply into the psychological aspects of consumer loyalty.

In the context of this study, Oliver's definition of customer loyalty was chosen for its comprehensiveness and its focus on the underlying psychological aspects of customer loyalty. It aligns with the study's objectives, which aim to investigate the concept of customer loyalty. Oliver's definition accounts for the intricate interplay between consumer attitudes and consistent purchasing behavior, emphasizing the significance of both cognitive and behavioral dimensions in understanding and measuring customer loyalty.

### 2.3.2 Dimension of customer loyalty

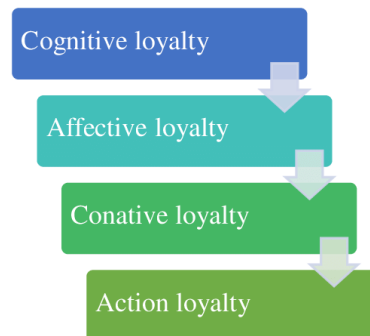
In the realm of understanding customer loyalty, various models have been proposed by researchers, each offering a unique perspective on this crucial aspect of consumer behavior. Among these models, Oliver's framework has gained prominence. However, it's essential to recognize that other models, such as the one developed by Dick and Basu, provide an alternative viewpoint that enriches our comprehension of customer loyalty.

#### *2.3.2.1 A four-stage model of customer loyalty*

Oliver (1997) claimed that customer loyalty involved attitudinal and behavioral dimensions. In particular, attitudinal loyalty is developed based on is based on a cognition-affection-conation pattern, behavioral loyalty is the consequence of attitudinal loyalty. Further, Oliver (1997;1999) proposed a four-stage phase (shown in

Figure 2.3): cognitive loyalty, affective loyalty, conative loyalty, and action loyalty in the customer loyalty model.

Figure 4 The Four-Stage Model of Loyalty



Source: Oliver, R. L. (1999). When consumer loyalty? *Journal of Marketing*, 63(4), 33–44. <https://doi.org/10.1177/00222429990634s105>

The first stage is cognitive loyalty which concerns the brand's information or knowledge customers acquired. It is defined that customers are loyal when they realize the attitudes of a particular brand are better than alternative brands. In the cognitive stage, perceived value and perceived service quality are generally studied (Han & Hyun, 2012; Oliver, 1997). Han and Hyun (2012) described the perceived value as customers' overall assessment of the utility of a product based on their perception of what is received and what is given. Service quality is the customer's overall impression of the relative inferiority/superiority of the organization and its service.

The second stage is affective loyalty which is related to consumers' pleasure fulfillment or favorable attitude toward a brand (Oliver, 1999). Researchers believe affective loyalty is a deeper loyalty resulting from cognitive loyalty and it enhances conative loyalty (Oliver, 1999; Han & Hyun, 2012; Yüksel et al. 2010). In this stage, Oliver (1997) pointed to customer satisfaction which is defined as the customer fulfillment response, the degree to which the level of fulfillment is pleasant or unpleasant is the metric to predict affective loyalty.

The third stage of the attitudinal dimension is conative loyalty. It is an intention or commitment to behave toward a goal in a particular manner (Oliver, 1997). Moreover, Jumaev et al. (2012) supplemented conative loyalty also came to consumers' trust in a brand.

The last stage is action loyalty, which is the consequence of the attitudinal dimension. Action loyalty indicates customers' commitment to purchase a brand repeatedly (Oliver, 1999).

In summary, Olive (1999) believed that cognitive loyalty focuses on brand performance, affective loyalty is about customers' preference, conative loyalty is experienced when the consumer focuses on wanting to re-buy the brand, and action loyalty is a commitment to the action of rebuying.

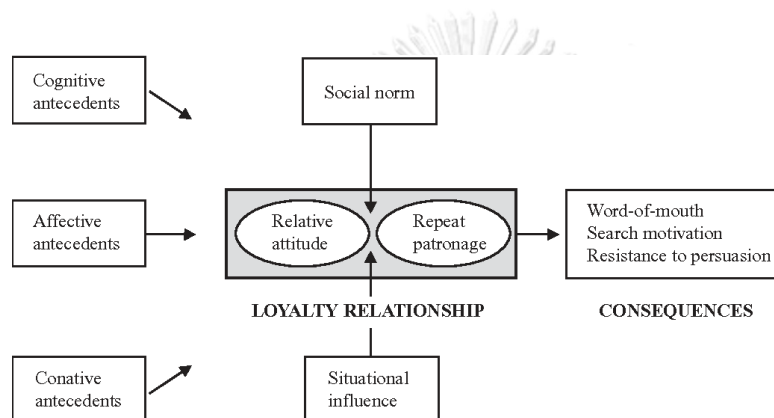
#### *2.3.2.2 Dick and Basu's customer loyalty model*

Dick and Basu developed a similar construct of customer loyalty compared with Oliver's customer loyalty model. However, they provided another perspective on understanding customer loyalty. By recognizing these different perspectives, we aim to offer a more holistic understanding of the multifaceted concept of customer loyalty. They proposed the dimensions of customer loyalty are relative attitude and Repeat patronage which is shown in Figure 2.4 (Dick & Basu, 1999).

Repeat patronage refers to the act of customers repeatedly purchasing or using a particular product or service from a business or brand. It is an important aspect of customer loyalty as it indicates the customer's willingness to continue their relationship with the company or brand. The definition of relative attitude refers to an individual's attitude toward a particular entity, such as a brand, in comparison to their attitudes toward other competing entities. It takes into account the strength and differentiation of an individual's attitude towards the target entity relative to others. The concept of relative attitude considers both the positivity or negativity of attitudes and the perceived differences among brands. The relative attitude can vary from weak

to strong, depending on the individual's evaluative assessment, and it plays a significant role in determining loyalty. A high relative attitude indicates a strong and differentiated attitude towards the target entity, which may lead to loyalty, while a low relative attitude signifies either no loyalty or latent loyalty, depending on the repeat patronage behavior.

Figure 5 Dick and Basu's Framework for Customer Loyalty Relationship



Source: Dick, A., & Basu, K. (1994b). Customer loyalty: toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22(2), 99–113. <https://doi.org/10.1177/0092070394222001>

The model of Dick and Basu's customer loyalty views the cognition-affection-conative pattern as the antecedent of loyalty. In detail, cognitive antecedents refer to informational determinants, such as brand beliefs, that contribute to the formation of attitudes. Affective antecedents involve feeling states and include emotions, moods, primary affect, and satisfaction. Conative antecedents are behavioral dispositions toward the brand.

In addition, social norms and situational influence moderate the relationship between relative attitude and repeat patronage. Social norms refer to consumers' perceptions and expectations of loyalty in the context of social culture. Situational

factors refer to the impact of specific situations in which consumers are placed in the purchase process on loyalty.

Lastly, this model reveals the consequences of consumer loyalty which are word-of-mouth, search motivation, and resistance to persuasion. Word-of-mouth behavior may follow from consumption satisfaction/dissatisfaction, high relative attitude, and notable emotional experiences; search motivation may be reduced when individuals have a strong relative attitude and engage in repeat patronage; and loyalty can enhance resistance to persuasion.

Both Oliver and Dick established that customer loyalty is a combination of consumers' attitudes and their consumption behaviors. However, Dick and Baus (1994) did not delve into the specific aspects of relevant attitudes; instead, they focused on customer loyalty's attendance and consequences (Nourallah, 2022). This study's objective is to investigate the concept of customer loyalty as an individual variable, and therefore, it does not consider the attendance and consequences aspects of customer loyalty. Consequently, this study adopts Oliver's model to assess customer loyalty across four dimensions: cognitive loyalty, affective loyalty, conative loyalty, and action loyalty.

### 2.3.3 Measurement of customer loyalty

Watson et al. (2015) noted that researchers have explored customer loyalty using various methods. Generally, they have looked at customer loyalty in terms of attitudinal and behavioral aspects separately. Additionally, many researchers have favored quantitative techniques to gauge customer loyalty (Juan & Yan, 2009; Bobâlcă et al., 2012; Peković & Rolland, 2020). Breivik and Thorbjørnsen (2008) introduced a set of five 7-point Likert scale items to assess attitudinal loyalty. These items revolve around "consumer preference," such as "I have a preference for one brand over its competitors." Brady et al. (2012) created their questionnaires for measuring behavioral loyalty. Their questions inquire about the frequency of certain



behaviors, with an example being "I frequently purchase products/services from a particular brand.

Some researchers have chosen to measure customer loyalty from both attitudinal and behavioral perspectives (Watson et al., 2015). McMullan and Gilmore (2002) devised a customer loyalty scale based on Oliver's four-stage model of customer loyalty (1999). They also explored the distinct dimensions of each loyalty stage and designed a total of 28 Likert scale items to assess the four stages of customer loyalty. Similarly, according to a four-stage model, Bobâlcă et al. (2012) developed 15 Likert scale items to quantify customer loyalty. However, they eliminated scales related to cognitive loyalty due to feasibility concerns.

This study approached the measurement of customer loyalty from a dual perspective, encompassing both attitudinal and behavioral dimensions, guided by Oliver's four-stage model. To capture the nuances of each dimension, the researcher employed the widely recognized and commonly used Likert scale. This approach was selected due to its prevalence in the field and its ability to comprehensively assess the various facets of customer loyalty as delineated within the four-stage model. By utilizing the Likert scale to gauge the attitudinal and behavioral aspects of customer loyalty, we aimed to ensure a robust and holistic examination of this critical construct.



#### **2.4 Relationship between Brand Image and Customer Loyalty**

Due to the variability in the definitions of brand image and customer loyalty, researchers have employed diverse definitions and research methodologies to investigate the influence of brand image on loyalty across various sectors and geographical regions. For instance, Andreassen and Lindestad (1998) defined corporate image as an overarching evaluation of a company, measured using three indicators: the company's degree of customer orientation, its media profile, and the sentiment of external discussions about the company. Customer loyalty, about intended behaviors related to the service or provider, is assessed through two

indicators: the likelihood of repurchasing and word-of-mouth recommendations. Their quantitative study in Norway, encompassing the newspaper and insurance industries, revealed that corporate image indirectly but significantly affects customer loyalty.

Ogba and Tan (2009) conceptualized brand image as consumers' rational or emotional perception of a specific brand, relying on intrinsic and extrinsic attributes such as perceived quality and customer satisfaction. This perception is linked to customer loyalty, manifested through repeat purchase behavior, positive attitudes, and support for the brand. They conducted a quantitative study in the Chinese mobile phone market, employing a developed scale, and their findings highlighted a positive and substantial influence of brand image on customer loyalty.

Chao et al. (2015) adopted the definition of brand image from Friedmann and Lessig (1987), defining it as consumers' knowledge and assessment of a brand. Customer loyalty, as per Selnes (1993), encompasses future intentions, ongoing service agreements, the likelihood of switching brands, and positive word-of-mouth promotion. Utilizing scales developed by Kim and Kim (2005) to measure brand image (based on emotions, thoughts, and attitudes), and drawing on purchase loyalty and attitudinal loyalty scales from Chaudhuri and Holbrook (2001), they surveyed the Taiwan karaoke industry. Their research demonstrated a direct impact of brand image on customer loyalty.

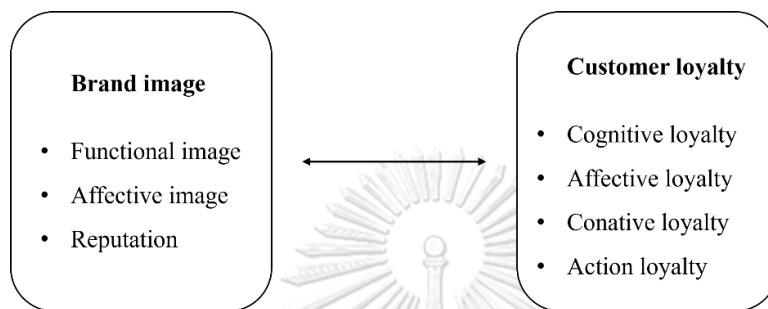
Through a comprehensive analysis and comparison of these studies, it becomes evident that there exists a significant and substantiated relationship between brand image and customer loyalty.

## **2.5 Conceptual framework**

According to the literature review in the previous sections, it has been established that consumer perceptions of brand image substantial influence on customer loyalty. The concept of brand image, in this study, is segmented into three dimensions: functional image, symbolic image, and experiential image.

Simultaneously, four distinct dimensions consist of customer loyalty, including cognitive loyalty, affective loyalty, conative loyalty, and action loyalty. Based on these delineated dimensions, this study posits the following hypothesis, the conceptual framework is represented in

Figure 2.5 Conceptual framework



H1: Brand image has a positive relationship with customer loyalty towards Haidilao Thailand.

This chapter delved into the existing literature on the concepts of brand image and customer loyalty. The chapter started with Wijaya's (2013) hierarchy of branding model. It not only situated the study in the realm of brand communication but also laid the groundwork for understanding the link between brand image and customer loyalty. Despite the valuable insights from Wijaya's model (2013), there exists a current controversy concerning the definition and measurement of brand image and customer loyalty. To address this situation, this study discussed the definitions and dimensions of brand image and customer loyalty that are widely accepted in the academic field, respectively. As a result, a specific definition and dimension model were chosen for both brand image and customer loyalty from previous studies. Additionally, the chapter further reviewed several studies that investigated the relationship between these variables, employing various research methods. Finally, a hypothesis was formulated, suggesting the existence of a positive connection between the two concepts.

## **CHAPTER 3**

### **Methodology**

The research methodology employed in this study is based on a quantitative approach, aimed at investigating brand image and customer loyalty towards Haidilao Thailand. Furthermore, this approach seeks to explore the relationship between these two variables. To gather data, a questionnaire was used as the primary research instrument. This chapter provides a detailed explanation of the research methods employed in this study, including information on the research sample and sampling method, research tool, measurement variables, data collection, and data analysis.

#### **3.1 Research Sample and Sampling Method**

In this study, a quantitative survey method was used, and a total of 250 individuals were chosen to participate. The chosen sample size is deemed reasonable, as it aligns with the sample sizes used in previous studies (Ogba, Tan, 2009; Abbas et al., 2021) that address similar research questions. The participants were individuals from Bangkok who either currently have residency or intend to reside in the city for more than three months. One of the main target customers of Haidilao Thailand is overseas Chinese who live in Thailand for long-term purposes (Over three months is considerable as overseas Chinese due to Thai Visa policies) (Zhang & Bi, 2022). Moreover, the age of individuals must be between 20 and 50, as this age group comprises a significant portion of Haidilao's customer base (Chang, 2022). Additionally, participants were required to have recent consumption experience with Haidilao's products and services to ensure data accuracy. Specifically, they needed to have visited Haidilao Thailand at least once during the three months leading up to the study, which corresponds to the period from July to September 2023.

To meet these criteria, a purposive sampling technique within the non-probability sampling method was utilized. This approach allowed the investigator to

engage with representative customers of Haidilao in Thailand. To summarize, the sampling requirements were as follows:

1. Participants must live in Bangkok for over three months.
2. Participants must fall within the age range of 20 to 50 years.
3. Participants must have patronized Haidilao Thailand at least once in the past three months (from July to September 2023).

### **3.2 Research instrument and questionnaire format:**

In this study, the questionnaire was structured into four sections: screening questions, brand image, customer loyalty, and demographic questions. Moreover, the questionnaire is made available in Thai and Chinese, given that the participants are Thai and Chinese people living in Thailand. The English version of the questionnaire is shown in Appendix A, the Thai version is represented in Appendix B, and the Chinese version is included in Appendix C.

The initial section comprised screening questions designed to identify eligible individuals, consisting of two open-ended questions. Examples of these questions include:

1. Are you aged between 20-50 years old?
2. Have you dined in Haidilao Thailand in the last three months?
3. Have you stayed or planned to stay in Bangkok for over three months?

The second section involved questions that accessed respondents' perceptions of the brand image of Haidilao Thailand. This part aims to evaluate their agreement and disagreement with the twelve statements about the brand image of Haidilao Thailand.

The third section concerns customer loyalty toward Haidilao Thailand, a total of twelve statements are conducted to investigate customer loyalty to the brand.

The final section gathered the demographic information of respondents, It included two items related to gender and educational level.

### 3.3 Measurement of variables:

This research measured two variables which were brand image and customer loyalty. The main purpose of the study was to investigate the relationship between the two variables. The measuring scales are as follows:

The first variable is brand image, which, in research, is how consumers perceive a brand due to its corporate communication efforts, which leads them to freely associate their thoughts with the brand. Brand image is assessed across three dimensions: *functional image*, *symbolic image*, and *experiential image*. This study employed a set of twelve five-point Likert scale questions, as developed by Wu and Wang (2014), to gauge brand image. Specifically, the functional image dimension comprises four items, the symbolic image dimension includes four items, and the experiential dimension consists of four items. The response scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). Importantly, previous studies have confirmed the reliability of these items (Wu & Wang, 2014; Chen, 2021). The Cronbach's Alpha values for the functional image dimension were 0.82, for the symbolic image dimension, 0.89, and for the experiential image dimension, 0.89 (Chen, 2021).

Some examples of scale items are shown below:

1. Haidilao's food presentation meets my needs (*Functional image*).
2. I find Dining at Haidilao trendy (*Symbolic image*).
3. Haidilao's service makes me feel warm and comfortable (*Experiential image*).

The second variable is customer loyalty. In this study, the definition of the unwavering commitment to repeatedly choose a favored product or service, even when tempted by alternative brands or marketing efforts. In this study, customer loyalty is assessed across four dimensions, including *conative loyalty*, *affective loyalty*, *conative loyalty*, and *action loyalty*. These dimensions were measured using a total of twelve five-point Likert scale items, ranging from 1 (strongly disagree) to 5 (strongly agree), which were originally developed by Harris and Goods (2004). Each dimension consists of three scale items. And, this scale has previously demonstrated high reliability, with a Cronbach's Alpha value of 0.93 (He et al., 2012).

Some examples of scale questions are as follows:

1. I believe that dining at Haidilao is preferable to dining at other hot pot restaurants (*Cognitive loyalty*).
2. I like the unique features and dining experience provided by Haidilao (*Affective loyalty*).
3. I have repeatedly found that Haidilao is better than other Hot Pot restaurants (*Conative loyalty*).
4. I would always choose Haidilao for my hot pot dining over other options (*Action loyalty*).

### **3.4 Reliability and Validity:**

To enhance the reliability of the examination of the two variables, this study utilized measurement scales from prior research that have undergone rigorous testing and demonstrated high levels of reliability. Furthermore, the project adviser provided support in reviewing and refining the questionnaires to guarantee the content validity. The translated questionnaires were carefully reviewed by three Thai native speakers specializing in marketing communication and three Chinese native speakers specializing in marketing to ensure accuracy.

Before the data collection, a pre-test was conducted. The initial questionnaire was distributed to 15 individuals to check if they understood the content or not. The questionnaires were modified based on their feedback (Malhotra, 2020). After data was collected, the questionnaire was re-tested the reliability. In this study, the Cronbach's Alpha of the brand image questionnaire was 0.943 and the Cronbach's Alpha of the customer loyalty questionnaire was 0.922. Both of them showed a high reliability.

### **3.5 Data collection and data analysis**

The data were collected from social media platforms, including WeChat, Facebook, and Line using Google Forms and WJX online survey from October to December 2023. The collected data were then analyzed using the Statistical Package for the Social Sciences (SPSS) 29 software. All statistical analyses were conducted with a confidence level of 95%. Descriptive statistics, such as mean and standard deviation, were employed to summarize and characterize the data. Additionally, to explore the relationship between brand image and customer loyalty, Pearson's product-moment correlation was utilized in the inferential statistics.

In summary, a quantitative research method was used to explore the brand image and customer loyalty of Haidilao Thailand. In addition, an online survey was applied in this study. To reach the represented sample group, a purposive sampling technique was used to gather data from the individuals who were selected according to certain standards. To measure the concepts, the questionnaire was used as the research instrument. Moreover, the questionnaire on both brand image and customer loyalty was selected from a previous study and revised to fit the brand of Haidilao to ensure high reliability and validity. After data collection, the SPSS software was used to run statistical analyses, including descriptive analysis and Pearson's product-moment correlation.



## CHAPTER 4

### Research Findings

This chapter encompasses the research findings, which were obtained through the data collection method of conducting a survey to address the research objectives.

The findings in this chapter are structured into four sections, which include the demographic information of the participants, a descriptive analysis of brand image and customer loyalty towards Haidilao Thailand, and a correlation analysis between these two variables.

#### 4.1 Demographic information of participants:

The demographic information in this study provided insights into the characteristics of the research participants, covering aspects such as nationality, age, gender, education level, and personal average monthly income.

In total, 258 respondents were eligible for the study, having passed the screening criteria. These individuals had been residing in Bangkok for at least three months, were aged between 20 and 50 years old, and had recently dined at Haidilao within the past three months.

The participants' nationality was categorized into three groups. The majority of respondents were of Chinese nationality, comprising 144 individuals, which accounted for 55.8% of the sample. There were 106 Thai participants, representing 41.1% of the sample who responded to this survey. The remaining eight participants, making up 3.1% of the sample, were from other countries. The distribution of respondents among these nationality groups is presented in Table 4.1.

Table 4.1 Nationality of the Participants

Nationality	n	%
Chinese	144	55.8
Thai	106	41.1
Others	8	3.1
<b>Total</b>	<b>258</b>	<b>100</b>

The participants' characteristics in this study included three gender categories. Of the 258 participants, 93 were male, 100 were female, and 65 identified as other genders. In other terms, 36% of the sample were male, 38.8% were female, and 25.2% identified as other genders. The gender distribution of the respondents is detailed in Table 4.2.

Table 4.2 Gender of respondents

Gender	n	%
Male	93	36.0
Female	100	38.8
Others	65	25.2
<b>Total</b>	<b>258</b>	<b>100</b>

The educational levels considered in this study include those with less than a bachelor's degree, a bachelor's degree, a master's degree, and higher than a master's degree. The largest group of respondents held a bachelor's degree, with 148

individuals, accounting for 57.4% of the sample. The next group consisted of individuals with a master's degree, totaling 54 participants or 20.9% of the sample. Those with education below a bachelor's degree were represented by 39 respondents, making up 15.1% of the sample. Lastly, 17 individuals, comprising 6.6% of the sample, possessed education levels higher than a master's degree. These findings are presented in Table 4.3.

Table 4.3 Educational level

<b>Educational level</b>	<b>n</b>	<b>%</b>
Below bachelor's degree	39	15.1
Bachelor's degree	148	57.4
Master's degree	54	20.9
Above master's degree	17	6.6
<b>Total</b>	<b>258</b>	<b>100</b>

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

Table 4.4 displays the monthly income distribution of the respondents, categorized into four income levels: less than THB 15,000, THB 15,000 to THB 30,000, THB 30,001 to THB 45,000, and more than THB 45,000.

The largest group of participants fell within the income range of THB 15,000 to THB 30,000, comprising 136 individuals, which accounted for 48.8% of the sample. The next group was those with a monthly income between THB 30,001 to THB 45,000, consisting of 63 individuals or 24.4% of the sample. 39 participants, equivalent to 15.1% of the sample, earned less than THB 15,000 per month. Finally, 30 participants, 11.6% of the sample, reported a monthly income exceeding THB

45,000.

Table 4.4 Monthly income of respondents

Monthly income	n	%
Less than THB 15,000	39	15.1
THB 15,000 – THB 30,000	136	48.8
THB 30,001 – THB 45,000	63	24.4
More than THB 45, 000	30	11.6
<b>Total</b>	<b>258</b>	<b>100</b>

## 4.2 Brand image and customer loyalty toward Haidilao Thailand

To accomplish the first research objective, which is to investigate the brand image and customer loyalty towards Haidilao Thailand, this section presented the analysis results in two parts.

### 4.2.1 Brand image towards Haidilao Thailand

In this study, *brand image* was measured across three dimensions: *functional image*, *symbolic image*, and *experiential image*. The assessment involved 12 items to gauge respondents' perceptions of Haidilao Thailand's brand image.

Table 4.5 provides the mean and standard deviation for these dimensions and items, employing a five-point Likert Scale to measure respondents' agreement. The average *brand image* score from the participants was 3.89 (SD = 0.85), indicating that

Haidilao has established a strong brand image among the respondents.

The first dimension with the highest mean score is the *functional image* (Mean = 3.91, SD = 0.91). The functional image consists of four statements, with the highest mean value for the statement "*Haidilao provides excellent services*" (Mean = 4.00, SD = 1.06). The second highest mean score is associated with "*I am satisfied with the quality of Haidilao's food*" (Mean = 3.92, SD = 1.10). Two other statements, "*Choosing Haidilao for a hot pot meal is a wise decision for me*" (Mean 3.87, SD = 1.07) and "*Haidilao's food presentation meets my needs*" (Mean 3.87, SD = 0.91), received the same mean value.

The second highest mean score among brand image dimensions is the *experiential image* (Mean = 3.91, SD = 0.93). This dimension comprises four statements. The statement with the highest mean score is "*Haidilao's restaurant atmosphere adds to my dining enjoyment*" (Mean = 3.97, SD = 1.09). The second-highest mean score is 3.92 (SD = 1.05) for the statement "*Each visit to Haidilao is a special experience that I enjoy and remember.*" The following statement, with a third-highest mean score of 3.90 (SD = 1.15), is "*Haidilao's service makes me feel warm and comfortable.*" The statement with the lowest mean score in the experiential image dimension is "*Haidilao's food interested me.*" (Mean = 3.86, SD = 0.91).

The dimension with the third highest mean score is the *symbolic image* (Mean = 3.83, SD = 0.89). This dimension covers four items, with the highest score of "*Haidilao is a well-known Hot Pot brand in my opinion*" (Mean = 3.87, SD = 1.13). The second-highest mean score is for "*Haidilao is a respectable choice for special occasions.*" (Mean = 3.84, SD = 1.01). The next statement, "*Haidilao's food and brand align with the image I want to project.*" has the third-highest mean score of 3.84 (SD = 1.10). Lastly, the statement with the lowest mean score is "*Eating at Haidilao is special and holds a symbol of social status*" (Mean = 3.78, SD = 1.06).

The Cronbach's alpha value for the brand image scale is 0.943, indicating high reliability. Furthermore, Cronbach's alpha values for the individual dimensions are 0.859 for the *functional image*, 0.846 for the *symbolic image*, and 0.860 for the

*experiential image*, confirming the scale's high reliability. These values align with those from the original scale by Wu and Wang (2014), which had reliabilities of 0.828 for *functional image*, 0.897 for *symbolic image*, and 0.891 for *experiential image*.

Table 4.5 Haidilao's brand image

Haidilao's brand image	Mean	SD
<b>Functional Image</b>	3.91	0.91
Haidilao's food presentation meets my needs.	3.87	1.10
Choosing Haidilao for a hot pot meal is a wise decision for me.	3.87	1.07
Haidilao provides excellent services.	4.00	1.06
I am satisfied with the quality of Haidilao's food.	3.92	1.10
<b>Symbolic Image</b>	3.83	0.89
Haidilao is a respectable choice for special occasions	3.84	1.01
Eating at Haidilao is special and holds a symbol of social status.	3.78	1.06
Haidilao is a well-known Hot Pot brand in my opinion.	3.87	1.13
Haidilao's food and brand align with the image I want to project.	3.84	1.10
<b>Experiential Image</b>	3.91	0.91
Haidilao's food interested me.	3.86	1.09
Haidilao's service makes me feel warm and comfortable.	3.90	1.15
Haidilao's restaurant atmosphere adds to my dining enjoyment.	3.97	1.09
Each visit to Haidilao is a special experience that I enjoy and remember.	3.92	1.05
<b>Total</b>	3.89	0.85

#### 4.2.2 Customer loyalty towards Haidilao Thailand

This section presents the analysis outcomes for Haidilao's customer loyalty across four dimensions: *cognitive loyalty*, *affective loyalty*, *conative loyalty*, and *action loyalty*. A set of 12 five-point Likert scales was utilized to assess the level of agreement regarding customer loyalty towards Haidilao Thailand.

Table 4.6 displays the mean and standard deviation for these dimensions and items, using a five-point Likert Scale to measure respondents' agreement. The average score for *customer loyalty* from the participants was 3.84 (SD = 0.79).

The dimension with the highest mean score, based on the revised data, is *affective loyalty* (Mean = 3.94, SD = 0.90). Affective loyalty consists of three statements. The statement with the highest mean value, after translating the revised data, is "*I have a positive attitude towards Haidilao\**" (Mean = 3.98, SD = 1.14). The second-highest mean score, as per the revised data, is associated with "*I like Haidilao\**" (Mean = 3.93, SD = 1.16). The final statement is "*I like the unique features and dining experience provided by Haidilao*" (Mean = 3.90, SD = 1.00).

The second-highest mean score among the dimensions, as per the revised data, is *conative loyalty* (Mean = 3.85, SD = 0.86). This dimension includes three statements. The statement with the highest mean score is "*I have repeatedly found that Haidilao is better than other Hot Pot restaurants*" (Mean = 3.91, SD = 1.18). The second-highest mean score is 3.86 (SD = 1.05) for the statement "*Repeatedly, the Haidilao offers better food and service*". The statement with the lowest mean score, after dealing with the revised data in the *conative loyalty* dimension, is "*I have repeatedly found that Haidilao does meet my expectations\**" (Mean = 3.78, SD = 1.00).

The dimension with the third-highest mean score is *cognitive loyalty* (Mean = 3.81, SD = 0.86). This dimension consists of three items, with the highest score for "*I trust Haidilao to provide a great hot pot dining experience consistently*" (Mean = 3.90, SD = 1.04). The second-highest mean score is for "*I believe that the offerings of*

*Haidilao align with my hot pot dining preferences*" (Mean = 3.81, SD = 1.06). Lastly, the statement with the lowest mean score is "*I believe dining at Haidilao is preferable to other hot pot restaurants*" (Mean = 3.73, SD = 1.13).

The dimension with the lowest mean score is *action loyalty* (Mean = 3.75, SD = 0.91). This dimension includes three items, with the highest score of "*I am always willing to try new dishes and offerings introduced by Haidilao*" (Mean = 3.82, SD = 1.08). The second-highest mean score is for "*I would always prefer the offerings and experiences at Haidilao over other hot pot restaurants*" (Mean = 3.78, SD = 1.06). Lastly, the statement with the lowest mean score is "*I would always choose Haidilao for my hot pot dining over other options*" (Mean = 3.67, SD = 1.07).

The Cronbach's alpha value for the customer loyalty scale is 0.922, indicating high reliability. Furthermore, Cronbach's alpha values for the individual dimensions are 0.821 for cognitive loyalty, 0.756 for affective loyalty, 0.709 for conative loyalty, and 0.813 for action loyalty, confirming the scale's high reliability. These values are consistent with those from the original scale by Harris and Goods (2004), which demonstrated reliabilities of 0.93 for the scales.

Table 4.6 Customer loyalty toward Haidilao

<b>Haidilao's customer loyalty</b>	<b>Mean</b>	<b>SD</b>
<b>Cognitive Loyalty:</b>	3.81	0.92
I believe dining at Haidilao is preferable to other hot pot restaurants.	3.73	1.13
I believe that the offerings of Haidilao align with my hot pot dining preferences.	3.81	1.06
I trust Haidilao to provide a great hot pot dining experience consistently.	3.90	1.04



<b>Haidilao's customer loyalty</b>	<i>Mean</i>	<i>SD</i>
<b>Affective Loyalty</b>	3.94	0.90
I have a positive attitude to Haidilao *.	3.93	1.16
I like Haidilao *.	3.98	1.14
I like the unique features and dining experience provided by Haidilao.	3.90	1.00
<b>Conative Loyalty</b>	3.85	0.86
I have repeatedly found that Haidilao is better than other Hot Pot restaurants.	3.78	1.00
I have repeatedly found that Haidilao does meet my expectations *.	3.91	1.18
Repeatedly, the Haidilao offers better food and service compared with other Hot Pot restaurants.	3.86	1.05
<b>Action Loyalty</b>	3.75	0.91
I would always choose Haidilao for my hot pot dining over other options.	3.67	1.07
I would always prefer the offerings and experiences at Haidilao over other hot pot restaurants.	3.78	1.06
I am always willing to try new dishes and offerings introduced by Haidilao.	3.82	1.08
<b>Total</b>	3.84	0.79

\*Revised encoding question

#### 4.2.3 Relationship between brand image and customer loyalty

This section addresses the second research objective, which is to explore the connection between brand image and customer loyalty toward Haidilao Thailand.

The relationship between brand image and customer loyalty was examined using Pearson's Product Moment Correlation coefficient with a significance level of

P-value 0.01.

Table 4.7 presents the correlation results. In summary, there exists a significantly positive relationship between brand image and customer loyalty towards Haidilao Thailand ( $r = 0.518$ ,  $p < 0.01$ ). To delve deeper, the relationship between customer loyalty and each of the three dimensions of brand image was investigated. It was observed that functional image ( $r = 0.468$ ,  $p < 0.01$ ), symbolic image ( $r = 0.490$ ,  $p < 0.01$ ), and experiential image ( $r = 0.502$ ,  $p < 0.01$ ) all exhibited a positive correlation with customer loyalty.

Table 4.7 Correlation between brand Image and customer loyalty toward Haidilao

<b>Relationship between</b>	<b><i>r</i></b>
Functional Image and Customer Loyalty	<b>0.468**</b>
Symbolic Image and Customer Loyalty	<b>0.490**</b>
Experiential Image and Customer Loyalty	<b>0.502**</b>
<b>Brand Image and Customer Loyalty</b>	<b>0.518**</b>

\*\*Correlation is significant at the 0.01 level (2-tailed).

Furthermore, in line with the hypothesis, the positive relationship between brand image and customer loyalty towards Haidilao Thailand was confirmed, thus accepting the hypothesis. This implies that a stronger brand image for Haidilao Thailand results in greater customer loyalty.

### 4.3 The impact of the demographic group on brand image.

To further explore the data, this section examined how different demographic groups perceived Haidilao's brand image. The findings discussed variations among four main groups categorized by gender, educational level, monthly income, and nationality. To achieve this purpose, One-Way ANOVA analyses were employed to compare participants' brand image across different demographic groups.

#### 4.3.1 The impact of gender on brand image

In examining the impact of respondents' genders on Haidilao Thailand's brand image, ANOVA Test results (Table 4.8) yielded a P-value of 0.174 ( $> 0.05$ ). This implies that perceptions of Haidilao's brand image among different genders are comparable. Therefore, gender cannot impact the brand image of Haidilao Thailand.

Table 4.8 ANOVA result for the impact of gender on brand image

**ANOVA**

Brand Image

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.530	2	1.265	1.763	.174
Within Groups	182.957	255	.717		
Total	185.486	257			

#### 4.3.2 The impact of educational level on brand image

The influence of educational levels on customer loyalty for Haidilao Thailand, ANOVA Test results (Table 4.9) indicate a significance level of less than 0.05. This suggests variations in perceptions of Haidilao's brand image among different

educational levels. Therefore, educational levels can impact Haidilao's brand image.

Table 4.9 ANOVA result for the impact of educational level on brand image

ANOVA					
Brand Image					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.721	3	1.907	2.695	.047
Within Groups	179.765	254	.708		
Total	185.486	257			

In addition, Table 4.10 provides more details about the differences in means and standard deviations among different educational groups. The educational group of bachelor's degree has the highest mean value of 4.00 (SD = 0.86). The group with the second highest mean is below a bachelor's degree (Mean = 3.83, SD = 0.81). As for the master's degree group, the mean value is 3.72 (SD = 0.69). Lastly, the education group with the smallest mean value is above the master's degree (Mean= 3.52, SD = 1.14).

Table 4.10 Mean and SD of the brand image among educational level groups

Educational level	<i>n</i>	<b>M</b>	<b>SD</b>
Below bachelor's degree	39	3.83	0.81
Bachelor's degree	148	4.00	0.86
Master's degree	54	3.72	0.69
Above master's degree	17	3.52	1.14
<b>Total</b>	<b>258</b>	<b>3.87</b>	<b>0.85</b>

Finally, the Post Hoc Tests is used to determine which group are different from others. The result is shown in *Table 4.11*. According to the outcome, the bachelor's degree group holds a significant level of 0.039, while it compares with the master's degree group. Moreover, when the bachelor's degree group is compared with the above master's degree group, the significant level is 0.028. Those two significant levels are less than 0.05, indicating that the mean of brand image in the bachelor's group is different from the mean of brand image in the master's degree group and above the master's degree group.



Table 4.11 The Post Hoc test result of brand image with educational level groups

Multiple Comparisons						
Dependent Variable: Brand Image						
LSD						
(I) Education level	(J) Education level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Below bachelor's degree	Bachelor's degree	-.16993	.15142	.263	-.4681	.1283
	Master's degree	.10743	.17679	.544	-.2407	.4556
	Above master's degree	.30669	.24450	.211	-.1748	.7882
Bachelor's degree	Below bachelor's degree	.16993	.15142	.263	-.1283	.4681
	Master's degree	.27736*	.13375	.039	.0140	.5408
	Above master's degree	.47662*	.21544	.028	.0523	.9009
Master's degree	Below bachelor's degree	-.10743	.17679	.544	-.4556	.2407
	Bachelor's degree	-.27736*	.13375	.039	-.5408	-.0140
	Above master's degree	.19926	.23396	.395	-.2615	.6600
Above master's degree	Below bachelor's degree	-.30669	.24450	.211	-.7882	.1748
	Bachelor's degree	-.47662*	.21544	.028	-.9009	-.0523
	Master's degree	-.19926	.23396	.395	-.6600	.2615

\*. The mean difference is significant at the 0.05 level.

#### 4.3.3 The impact of monthly income on brand image

Examining the influence of monthly income on customer loyalty for Haidilao Thailand, ANOVA Test results (Table 4.12) show a significance level greater than 0.05. This indicates that the perceptions of Haidilao's brand image among different income groups are similar. Consequently, monthly income does not significantly influence Haidilao's brand image.

Table 4.12 ANOVA result for the impact of monthly income on brand image

**ANOVA**

Brand Image

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.040	4	1.510	2.129	.078
Within Groups	179.446	253	.709		
Total	185.486	257			

#### 4.3.4 The impact of nationality on brand image

Investigating the influence of nationality on customer loyalty for Haidilao Thailand, ANOVA Test results (Table 4.13) reveal a significance level of less than 0.05. This implies differences in perceptions of Haidilao's brand image among different nationalities, indicating an impact of nationality on Haidilao's brand image.

Table 4.13 ANOVA result for the impact of nationality on brand image

ANOVA					
Brand Image					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.460	2	5.730	8.396	<.001
Within Groups	174.026	255	.682		
Total	185.486	257			

Table 4.14 shows more details of differences among the nationality groups. The Thai group holds the highest mean value of 4.14 (SD = 0.67). Then, the group from other countries has the second highest average score (Mean = 3.80, SD = 0.42). In the Chinese group, the mean of 3.71 is the smallest (SD = 0.94).

Table 4.14 The mean and SD of the brand image among nationality groups.

Nationality	<i>n</i>	M	SD
Chinese	144	3.71	0.94
Thai	106	4.14	0.67
Others	8	3.80	0.42
<b>Total</b>	<b>258</b>	<b>3.89</b>	<b>0.85</b>

To further discuss the differences of each group, the Post Hoc Tests are used to point out which specific group differences are significant. From Table 4.15, the significant level is less than 0.005 when comparing the mean of the brand image of

the Chinese group with the mean of the brand image of the Thai group, indicating that the brand image of the Chinese group and Thai group is different.

Table 4.15 Post Hoc Test result of brand image with nationality groups

Multiple Comparisons						
Dependent Variable: Brand Image						
LSD						
(I) Nationality	(J) Nationality	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Chinese	Thai	-.43214*	.10572	<.001	-.6403	-.2239
	Others	-.09664	.30008	.748	-.6876	.4943
Thai	Chinese	.43214*	.10572	<.001	.2239	.6403
	Others	.33550	.30289	.269	-.2610	.9320
Others	Chinese	.09664	.30008	.748	-.4943	.6876
	Thai	-.33550	.30289	.269	-.9320	.2610

\*. The mean difference is significant at the 0.05 level.

#### 4.4 The impact of the demographic group on customer loyalty

In this section, the exploration focused on how various demographic groups perceive customer loyalty to Haidilao. The findings delved into variations among four demographic groups, categorized by gender, educational level, monthly income, and nationality. To achieve this, One-Way ANOVA analyses were utilized to compare participants' loyalty across the specified groups.

##### 4.4.1 The impact of gender on customer loyalty

This part explores the potential influence of respondents' genders on the brand image of Haidilao Thailand. According to the result of ANOVA result (shown in Table 4.16), the significance level is less than 0.05, indicating the customer loyalty of Haidilao Thailand from different genders is different. Therefore, gender can influence the brand's customer loyalty.



Table 4.16 ANOVA result for the impact of gender on customer loyalty

**ANOVA**

Customer Loyalty

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.284	2	2.142	3.467	.033
Within Groups	157.566	255	.618		
Total	161.850	257			

According to the data shown in Table 4.17, the female group has the highest average of customer loyalty (Mean = 4.00, SD = 0.60). As for the male group, the mean value of customer loyalty is 3.75 (SD = 0.85). Lastly, the group consisting of other genders gives the lowest mean of customer loyalty (Mean = 3.71, SD = 0.94).

Table 4.17 The mean and SD of customer loyalty among gender groups

Gender	n	M	SD
Male	93	3.75	0.85
Female	100	4.00	0.60
Others	65	3.71	0.94
<b>Total</b>	<b>258</b>	<b>3.84</b>	<b>0.79</b>

To determine which specific group differs from others, the Post Hoc Test is used. The result is shown in Table 4.18. In the output, two significant levels are less than 0.05. The first one is while the male group compares the mean of customer

loyalty with the female group, the significant level is smaller than 0.05. Another situation is when the female group compares the mean of customer loyalty with the other (gender) group's mean of customer loyalty. This means the customer loyalty of the male group differs from the customer loyalty of the female group, and the customer loyalty of the female group is different from the customer loyalty of other gender groups.

Table 4.18 Post Hoc Test result of customer loyalty with gender groups

<b>Multiple Comparisons</b>						
Dependent Variable: Customer Loyalty						
LSD						
(I) Gender	(J) Gender	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Male	Female	-.24815*	.11324	.029	-.4711	-.0251
	Others	.03602	.12708	.777	-.2142	.2863
Female	Male	.24815*	.11324	.029	.0251	.4711
	Others	.28417*	.12524	.024	.0375	.5308
Others	Male	-.03602	.12708	.777	-.2863	.2142
	Female	-.28417*	.12524	.024	-.5308	-.0375

\*. The mean difference is significant at the 0.05 level.

#### 4.4.2 The impact of educational level on customer loyalty

For examining the impact of educational level on customer loyalty for Haidilao Thailand, the ANOVA Test results (Table 4.19) indicate the significance level is greater than 0.05. This proves that customer loyalty remains similar across different educational levels. As a result, the educational level does not exert a significant influence on Haidilao's customer loyalty.

Table 4.19 ANOVA result for the impact of educational level on customer loyalty

**ANOVA**

Customer Loyalty

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.520	3	.840	1.339	.262
Within Groups	159.330	254	.627		
Total	161.850	257			

#### 4.4.3 The impact of monthly income on customer loyalty

For the influence of monthly income on customer loyalty for Haidilao Thailand, ANOVA Test results (Table 4.20) show the significance level is greater than 0.05. This suggests that customer loyalty is consistent across different income groups, indicating that monthly income does not play a significant role in influencing Haidilao's customer loyalty.

Table 4.20 ANOVA result for the impact of monthly income on customer loyalty

**ANOVA**

Customer Loyalty

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.008	4	.252	.397	.811
Within Groups	160.842	253	.636		
Total	161.850	257			

#### 4.4.4 The impact of nationality on customer loyalty

To analyze the impact of nationality on customer loyalty for Haidilao Thailand, the ANOVA Test results (Table 4.21) reveal a significance level of less than

0.05. This indicates variations in customer loyalty among different nationalities, highlighting the influence of nationality on customer loyalty for Haidilao.

Table 4.21 ANOVA result for the impact of nationality on customer loyalty

**ANOVA**

Customer Loyalty

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.009	2	4.504	7.515	<.001
Within Groups	152.842	255	.599		
Total	161.850	257			

Additionally, the mean and SD values of customer loyalty among different gender groups are shown in Table 4.16. The highest average is from the Thai group (Mean = 4.96, SD = 0.62). The other gender group with an average of 3.80 (SD = 0.61) has the second-highest mean. The last group which holds a mean of 3.68 is the Chinese group (SD = 0.87).

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

Table 4.22 Mean and SD of customer loyalty among nationality groups

Nationality	<i>n</i>	<b>M</b>	<b>SD</b>
Chinese	144	3.68	0.87
Thai	106	4.06	0.62
Others	8	3.80	0.61
<b>Total</b>	<b>258</b>	<b>3.84</b>	<b>0.79</b>

Table 4.23 shows the outcome of the Post Hoc Test that figures out which nationality group differs from others. According to this finding, the significant level is less than 0.05 when comparing the mean of customer loyalty of the Chinese group with the mean of customer loyalty of the Thai group. It proves that the customer loyalty of the Chinese group is different from the customer loyalty of the Thai group.

Table 4.23 Post Hoc Test result of customer loyalty among nationality Groups

<b>Multiple Comparisons</b>						
Dependent Variable: Customer Loyalty						
LSD						
(I) Nationality	(J) Nationality	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval Lower Bound      Upper Bound	
Chinese	Thai	-.38387*	.09908	<.001	-.5790	-.1887
	Others	-.12384	.28122	.660	-.6777	.4300
Thai	Chinese	.38387*	.09908	<.001	.1887	.5790
	Others	.26002	.28386	.361	-.2990	.8190
Others	Chinese	.12384	.28122	.660	-.4300	.6777
	Thai	-.26002	.28386	.361	-.8190	.2990

\*. The mean difference is significant at the 0.05 level.

In conclusion, this chapter expressed the research findings through four sections in detail. It starts with the demographic findings, which describe the participant's demographic information in summary, including nationality, gender, educational level, and monthly income. Then, the descriptive findings of the two variables were clarified. In this section, brand image and customer loyalty were described through the means and standard deviations of the questions in the questionnaires. Moreover, the relationship between brand image and customer loyalty was discussed through Pearson's correlation analyses in this section. The last part further discussed whether the demographic factors influence brand image and customer loyalty toward Haidilao Thailand, respectively.

## CHAPTER 5

### Summary and Discussion

Based on the findings from Chapter 4, this chapter aims to summarize the outcomes and future discussions according to Haidilao's business operations. Moreover, this chapter claims the limitations of this study, and the directions for future research as well. Lastly, this chapter provides practical implications according to previous information.

#### 5.1 Summary

This section delves into the outcomes derived from the quantitative data collected via surveys conducted in October and November 2023. These results encompass the demographic information of the respondents, the extent of respondents' agreement regarding brand image and customer loyalty, and will also present the findings from the correlation analysis.

The demographic section of this research covers the respondents' gender, education level, monthly income, and nationality. There was a total of 258 respondents who answered the questionnaire and were qualified for the study. They are aged between 20 to 50 years old, have been living in Thailand for over three months, and recently dined at Haidilao Thailand in the past three months.

By evaluating the data of the respondents' age, the majority of the participants were female, which accounted for 100 participants or 38.8%, while the smallest proportion of respondents' gender was other which accounted for 25.2 % or 65 respondents.

Moreover, more than half of the participants have a bachelor's degree. The exact percentage is 55.8% or 144 respondents. Meanwhile, only 3.1 % of the population, or 8 respondents had an education level higher than a master's degree.

The next demographic feature taken into consideration was the monthly income of respondents. Most of the respondents (136 people or 11.76%) earn THB 15,000 to THB 30,000. Minority participants who are 63 respondents or 24.4% % earn more than THB 45,000 per month.

The last demographic feature was nationality. The majority of respondents are Chinese (144 participants, 22.8%), followed by the number of 106 (41.1%) Thai individuals.

To address the first research question, “What are the perceptions of brand image and customer loyalty toward Haidilao Thailand respectively?” both brand image and customer loyalty were explored independently.

*The brand image* was assessed across three dimensions: *functional image*, *symbolic image*, and *experiential image*. The overall average mean value for the brand image is 3.89 out of 5, indicating that respondents perceive Haidilao's brand at a moderately positive level.

The dimension within the brand image with the highest mean rating, at 3.91, is a *functional image*. This rating signifies respondents moderately agree that Haidilao effectively caters to their needs. The statement "*Haidilao provides excellent services*" achieved the highest mean value of 4.00, suggesting a strong endorsement of Haidilao's service quality. It is closely followed by the statement "*I am satisfied with the quality of Haidilao's food*" with a mean score of 3.92, affirming the favorable perception of Haidilao's food quality.

The second-highest mean score among brand image dimensions is *experiential image*, with a mean value of 3.91. This indicates that respondents find pleasure in their dining experiences at Haidilao branches. The statement with the highest mean value within this dimension is "*Haidilao's restaurant atmosphere adds to my dining enjoyment*", which scored a mean of 3.97, reflecting the positive impact of the restaurant's ambiance on the overall dining experience. On the other hand, the statement with the lowest mean score in the experiential image dimension is

"Haidilao's food interested me" with a mean of 3.86.

*Symbolic image* is the last dimension, with a mean of 3.83. This indicates that respondents moderately agree that Haidilao fulfills their inner desires. The scale item with the highest agreement level among participants is "*Haidilao is a well-known Hot Pot brand in my opinion*" which achieved a mean of 3.87. On the other hand, the statement with the lowest mean score of 3.78 is "*Eating at Haidilao is special and holds a symbol of social status*" suggesting a relatively lower level of agreement regarding the social status associated with dining at Haidilao.

To assess *customer loyalty*, four dimensions were examined: *cognitive loyalty*, *affective loyalty*, *conative loyalty*, and *action loyalty*. The overall average of customer loyalty is 3.84, indicating moderately strong loyalty to Haidilao among the respondents.

The dimension with the highest average score, which is 3.94, corresponds to *affective loyalty*. This indicates that respondents moderately agree that Haidilao provides them with pleasure, and they maintain a favorable attitude toward the brand. Notably, the statement "*I have a negative attitude toward Haidilao®*" achieved the highest mean value of 3.98 after analyzing the revised data, signifying a noteworthy level of positivity. Conversely, the statement "*I like the unique features and dining experience provided by Haidilao*" received the lowest mean score, at 3.90, suggesting a slightly lower level of agreement regarding the distinctiveness of the dining experience.

The next dimension is *conative loyalty*, with a mean value of 3.85, which suggests that respondents have a moderately strong intention or commitment to consume at Haidilao. The statement "*I have repeatedly found that Haidilao is better than other Hot Pot restaurants*" scored the highest mean value of 3.91, indicating a high level of preference for Haidilao. Conversely, the statement "*I have repeatedly found that Haidilao doesn't meet my expectations*" received the lowest mean score after analyzing the revised rating score, at 3.78, suggesting a lower level of agreement in terms of meeting expectations.



*Cognitive loyalty*, with the third-highest average score of 3.85, implies that respondents moderately agree that Haidilao's attributes are better than those of other hot pot restaurants. The statement *"I trust Haidilao to provide a great hot pot dining experience consistently"* achieved the highest mean score of 3.90, indicating a high level of trust in Haidilao's consistency. On the other hand, the statement *"I believe dining at Haidilao is preferable to other hot pot restaurants"* received the lowest mean score, at 3.73, indicating a somewhat lower level of agreement regarding dining preference.

The last dimension, action loyalty, has the lowest mean score, at 3.75. This signifies that respondents express a moderate level of commitment to repeatedly consume at Haidilao Thailand. The statement *"I am always willing to try new dishes and offerings introduced by Haidilao"* scored the highest mean value of 3.82, suggesting a strong willingness to explore new offerings within Haidilao. The statement with the lowest mean value is *"I would always choose Haidilao for my hot pot dining over other options"* with a mean of 3.67, indicating a relatively lower preference for Haidilao over other options.

To answer the second research question, "Is there a relationship between brand image and customer loyalty toward Haidilao Thailand?" a correlation analysis was conducted to explore the relationship between brand image and customer loyalty toward Haidilao Thailand. The results revealed a significant positive relationship between these variables, with an overall correlation coefficient ( $r$ ) of 0.518.

In this study, the most pronounced correlation was observed between experiential image and customer loyalty, showing a significant positive relationship with a correlation coefficient of 0.502. Meanwhile, the correlation between functional image and customer loyalty yielded a coefficient of 0.468, also indicating a substantial positive relationship. These findings suggest that as respondents' perception of Haidilao's brand image improves positively, their assessments of Haidilao's customer loyalty also tend to increase. In simpler terms, a more favorable perception of the Haidilao brand image corresponds to higher customer loyalty ratings.

To further test whether there are statistical differences in brand image and customer loyalty in Haidilao Thailand when the participants are from different demographic groups, the One-Way ANOVA test and Post Hoc Test were conducted. The results showed that there are some differences in brand image and customer loyalty from different demographic groups.

The participants from different educational levels have different brand images. Specifically, the group with was bachelor's degree differs from the other two groups which were the master's degree group and the above master's degree group. Moreover, the findings claimed that Chinese respondents and Thai respondents perceived the brand image of Haidilao Thailand differently.

Regarding customer loyalty, there are distinctions among respondents based on both gender and nationality. Furthermore, the female group has different customer loyalty compared with the male group and other gender groups. And Thai respondents held different levels of customer loyalty compared with Chinese respondents.

## **5.2 Discussion**

Drawing from the findings of this study and aligning with our research objectives, this section tackles three main discussion points. First, it commences with an examination of Haidilao Thailand's brand image, followed by a discussion on customer loyalty. The final section delves into the relationship between brand image and customer loyalty.

### **5.2.1 Brand image**

In the brand image section, two dimensions with the top two highest levels of the agreement will be discussed, which are functional image and experiential. Therefore, it will talk about how consumers perceive the brand image of Haidilao in

such two aspects.

#### 5.2.1.1 Functional image

Functional image has the highest mean rating in all dimensions of brand image. It shows that Haidilao Thailand effectively caters to respondents' needs.

This dimension encompasses the set of associations or perceptions that customers hold regarding the tangible and practical benefits provided by a brand (Šalčiuvienė et al., 2009). The functional image of Haidilao Thailand is centered around the utilitarian aspects and attributes of its products or services. These attributes pertain to Haidilao's capacity to fulfill specific functions, address practical needs, and deliver tangible benefits. Therefore, the evaluation of Haidilao's food and services serves as a key metric in this dimension, measured through participants' agreement levels. Significantly, individuals expressed a high level of agreement that Haidilao provides predominantly high-quality services, indicating that the brand's services are a core competitive advantage.

The notable agreement among participants regarding Haidilao's functional image can be attributed to the business philosophy of "*service first, customer first*," as highlighted by Song and Zhang (2018). This philosophy is reflected in Haidilao's practical approach to offering additional services beyond typical catering. For instance, Haidilao goes beyond conventional dining services by providing complimentary manicures, card games, free ice cream, and other amenities to customers while they wait in their queues (as illustrated in Figure 5.1). This additional value contributes to the positive perception of Haidilao's functional image, emphasizing its commitment to customer satisfaction and well-rounded service.

Furthermore, Haidilao implements a strategic initiative of offering half dishes at half price, allowing customers to order smaller portions of a dish for a reduced cost. This approach aligns with consumer preferences for flexibility and variety in dining choices. The combination of these strategies not only fulfills practical needs by

offering diverse services but also enhances the overall functional image of Haidilao in the eyes of participants.

Finally, the CEO of Haidilao, as per the 2021 Global Brand Insight report, revealed a shift in focus from exceptional service to a stronger emphasis on the brand's culinary aspects. This strategic change has led to the introduction of innovative dishes like the Tong Yam Goong hot pot in the Thai market, catering to evolving consumer preferences in the food sector.

Figure 5.1: Extra services from Haidilao.



Source: Global Brand Insight. (2021). 海底捞：仅有服务是不够的. Retrieved from December 1, 2023. <http://www.c-gbi.com/m/view.php?aid=9702>

In conclusion, Haidilao Thailand maintains a robust functional image by prioritizing exceptional services aligned with its business idea. Through executing a set of strategies, Haidilao satisfied consumers' requirements or needs for dining a meal in a hot pot restaurant. Moreover, brands strive to meet customer needs for products and food products.

### 5.2.1.2 *Experiential image*

*Experiential image* as the second-highest mean score among brand image dimensions indicates that respondents find pleasure in their dining experiences at Haidilao branches.

This dimension concentrates on how consumers perceive and assess their dining encounters with a brand (Chen, 2021). In comparison to the functional image dimension, the experiential dimension delves into the emotional and sensory aspects that shape the overall experience, moving beyond a sole emphasis on tangible and practical benefits. Participants are encouraged to express their sentiments and judgments concerning the emotional resonance of the dining experience, the sensory allure of the food, and the overall satisfaction derived from the brand's services. In essence, the study gauges participants' agreement levels concerning their dining experience, encompassing elements such as food, services, and atmosphere.

A notable discovery is that the statement "Haidilao's restaurant atmosphere adds to my dining enjoyment" received the highest score among the scale items in this dimension. This suggests that participants believe the restaurant atmosphere contributes more to their dining pleasure than excellent service and food alone. This finding is consistent with Andersson and Mossberg's (2004) research, indicating that consumers are willing to pay a premium for a pleasant dining environment. Furthermore, Haidilao goes beyond providing a well-designed dining space; it also offers captivating performances, such as Chinese traditional opera and dancing while preparing Ramen (shown in Figure 5.2), enhancing the overall dining experience for customers.

Figure 5.2 Performance at Haidilao



Source: Haidilao (2023). *Hot pot dining*, Retrieved 1 October 2023, from <https://www.superhiinternational.com/about/culture>.

In addition to creating a pleasant atmosphere, Haidilao employs various strategies to ensure a delightful dining experience for consumers. One such strategy involves addressing consumers' feelings of loneliness. For solo visitors to the branch, Haidilao provides a large toy, aiming to alleviate any sense of isolation. Furthermore, the brand offers special services for individuals celebrating their birthdays at Haidilao. These services include singing the "Happy Birthday" song, providing a birthday cap, and offering a complimentary cake to enhance the celebratory experience.

In summary, experiential image concerns consumers' emotional and sensory experiences with a brand. Haidilao Thailand garnered high agreement in delivering a positive, pleasurable dining experience by creating an excellent dining atmosphere and providing outstanding services to customers.

### 5.2.1.3 Symbolic image

Although the symbolic image had the lowest average value among the three dimensions of brand image, the numerical differences between the three means are within 0.1. This suggests that consumers perceive Haidilao Thailand as capable of

satisfying their inner desires.

*Symbolic image*, in this study, focuses on customers' inner desires, indicating an association of the brand with self-identification (Lee et al., 2014). Furthermore, brand image can be analyzed through the symbolic meaning associated with a brand. In the case of Haidilao Thailand, the symbolic image is closely tied to the brand's ability to fulfill its customers' inner desires, defined in this study as self-esteem, self-imagery, and reputation.

The mean values for each scale item within this dimension range from 3.87 to 3.78, showing minimal differences. This suggests that customers generally slightly agree with all the statements. The highest mean value is assigned to the statement "*Haidilao is a well-known Hot Pot brand in my opinion.*" This could be attributed to Haidilao's extensive international business expansion since entering Singapore's market in 2012, with 935 hot pot restaurants operating outside of China by 2020, as reported by Haidilao (2023). This has significantly enhanced the brand's reputation. Conversely, the item "*Eating at Haidilao is special and holds a symbol of social status*" has the lowest mean value in this dimension. This suggests that not all customers agree that dining at Haidilao reflects their social status. This might be influenced by Haidilao's business model and strategy. Most customers dine at Haidilao with friends in a casual atmosphere, as depicted in Figure 5.3. Haidilao aims to connect with young generations, utilizing various tactics, such as imitating popular short videos on TikTok China to shape people's perceptions. Consequently, for some participants, Haidilao Thailand is not perceived as a place to showcase social status.

In summary, the evaluation of symbolic image assesses whether Haidilao meets the dining desires of customers. The results indicate that customers partially agree, with the main factors being the brand's reputation, business model, and communication strategy.

Figure 5.3 The customers of Haidilao



Source: Haidilao (2023). *Haidilao culture*, Retrieved 6 December 2023, from <https://www.superhiinternational.com/about/culture>.

## 5.2.2 Customer loyalty

Two dimensions will be discussed in the variable of *customer loyalty* according to the research findings. One dimension is *affective loyalty* which had the highest mean score within this questionnaire. Another one is *action loyalty* which held the lowest mean score.

### 5.2.2.1 Affective loyalty

The dimension with an average score of 3.94 indicates that respondents moderately agree that Haidilao provides them with pleasure, and they maintain a favorable attitude toward the brand.

*Affective loyalty*, as explored in this study, delves into consumers' favorable attitudes toward a brand, recognizing that these attitudes significantly influence subsequent behaviors (Back & Parks, 2003). Participants' attitudes were assessed by considering their overall evaluation and likability toward Haidilao Thailand. The rationale behind this evaluation is rooted in the understanding that positive attitudes



are often indicative of loyalty.

The further explanation of the findings about the affective loyalty dimension is that the majority of participants, by evaluating their loyalty toward Haidilao Thailand with a favorably inclined attitude, provide evidence of the brand's success in cultivating positive sentiments among its consumer bases.

This favorable attitude observed in such participants can be further explained by the additional services offered by Haidilao, as mentioned previously. The brand's provision of extra services, such as complimentary manicures, engaging performances, and special birthday celebrations, contributes to building a strong emotional connection with consumers. These extra services go beyond the traditional dining experience and create memorable moments for customers.

This aligns with the findings of Chartchawalitsakul (2020), which emphasize the significant impact of service quality on customer loyalty. The provision of exceptional services not only meets the functional needs of customers but also taps into the emotional aspects of their dining encounters. As a result, consumers are more likely to form a positive emotional bond with the brand, leading to a favorable attitude and, consequently, higher levels of affective loyalty.

In essence, the success of Haidilao in cultivating positive sentiments and affective loyalty can be attributed to its strategic focus on delivering outstanding services that extend beyond the conventional expectations of a dining establishment. This approach not only satisfies customers' practical needs but also creates emotional connections that contribute to a lasting and favorable attitude toward the brand.

#### 5.2.2.2 Action loyalty

The findings of *action loyalty* signify that respondents express a moderate level of commitment to repeatedly consuming at Haidilao Thailand. In this study, the assessment of participants' actions involved the likelihood of choosing Haidilao for

future dining experiences, their commitment to being repeat customers, and their willingness to try new products and services.

In examining the results related to action loyalty, it is evident that respondents exhibit a moderate commitment to making Haidilao their preferred choice for dining. This moderate level of commitment suggests that while participants had positive evaluations and attitudes toward Haidilao Thailand, there may be factors influencing their decisions to explore other dining options as well.

A potential explanation for this relatively lower commitment level compared with another three loyal dimensions could be attributed to factors such as the availability of alternative dining choices, varying consumer preferences, or external influences affecting participants' decisions.

In summary, the participants hold a moderate commitment to be actual loyal customers of Haidilao Thailand. Other potential factors affect their commitment, indicating areas where Haidilao might explore strategies to strengthen action loyalty.

### 5.2.3 Relationship between brand image and customer loyalty

This section delves into the relationship between brand image and customer loyalty towards Haidilao Thailand. The results of the correlation analysis validate the hypothesis of this study, affirming a positive relationship between brand image and customer loyalty. Essentially, individuals with a more positive perception of a brand are likely to exhibit higher loyalty.

Within this relationship, the experiential image demonstrates the most robust positive correlation with customer loyalty. This implies that the pleasurable experiences perceived by consumers at Haidilao restaurants are particularly effective in fostering customer loyalty.

Moreover, customers' dining experiences are multifaceted, engaging various

senses. Haidilao's services provide consumers with a comprehensive sensory engagement, encompassing sight, smell, hearing, taste, and touch. Notably, nail services offer tactile and visual experiences, while hot pot soup and dishes engage the visual and taste senses. The rendition of the happy birthday song contributes to the auditory experience. This multisensory approach enhances the overall dining experience, potentially evoking feelings of pleasure and joy among Haidilao's customers.

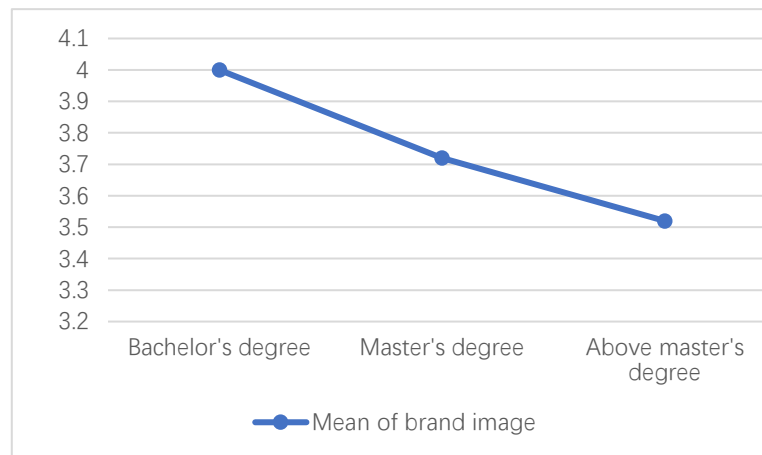
Additionally, the combination of these sensory experiences likely shapes customers' perceptions and evaluations of their dining experiences. This aligns with the notion that positive sensory encounters contribute to a more favorable evaluation of the brand, thus strengthening customer loyalty.

### 5.2.3 Distinct brand image and customer loyalty among different demographic groups

This part tries to explain the findings of the differences in brand images and customer loyalty of Haidilao Thailand among different demographic groups.

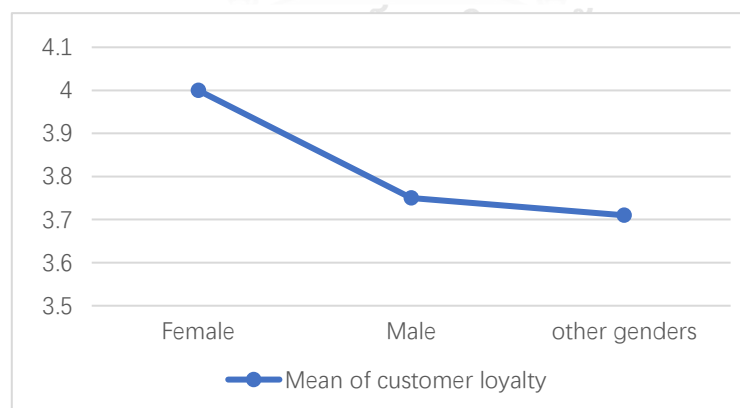
According to Chapter 4, people from different educational level has different perceptions of the brand image of Haidilao. From Figure 5.3, the bachelor's degree group has the strongest positive brand image of Haidilao. In other words, the customers who possess a bachelor's degree perceive Haidilao Thailand in the most positive light.

Figure 5.3 The mean of brand image with different educational levels



Moving to the differences among gender groups, table 5.4 reveals that female customers of Haidilao hold more positive perceptions of the brand image of Haidilao Thailand compared to male customers or those from other genders.

Table 5.4 The mean of customer loyalty with different gender groups



Lastly, findings from previous studies reveal that Thai customers tend to hold a more favorable perception of Haidilao Thailand's brand image compared to their

Chinese counterparts. Moreover, Thai customers exhibit a higher level of loyalty to the brand than Chinese customers. This observation aligns with the information provided in the Haidilao report (2023), which asserts that the brand's international business performance surpasses its domestic market performance, particularly in China. One potential reason for this discrepancy could be the intense competition in the Chinese market.

According to a report by 餐饮界 (2023), the number of hot pot restaurants in China is approximately 500 thousand, with numerous hot pot brands directly competing with Haidilao, employing various strategies to attract customers. For instance, Xiabu Xiabu, the primary competitor of Haidilao in the Chinese market, integrates a fast-food model into its hot pot business. In Xiabu Xiabu, customers can enjoy a hot pot meal alone at a bar table. In the Thai market, Haidilao, as an international brand, enjoys a significant advantage in brand awareness.

Another factor could be the perceived over-enthusiasm of Haidilao's service staff. Global Brand Insight (2021) highlighted complaints from customers about the services at Haidilao in China. Some customers felt that the service was too frequent during the meal, causing disruptions. Additionally, they noted that waiters were too close, affecting privacy, and the service was overly enthusiastic, leading to consumer embarrassment. Moreover, some customers expressed concerns about excessive communication by waiters during the meal, impacting the overall dining experience and diminishing the sense of leisure. Such over-service may also influence the brand image of Haidilao Thailand in the perception of Chinese customers.

Consequently, Chinese customers may prefer other hot pot brands when dining in China. In other words, the brand image of Haidilao Thailand in the minds of Chinese customers may be shaped by their previous dining experiences in China. Similarly, they might be loyal to other Chinese hot brands.

As a new brand in the Thailand market, Haidilao Thailand introduces a novel business model that local customers may not have experienced before. These new dining experiences could enhance the brand image of Haidilao Thailand, providing a

unique appeal to local consumers. Moreover, Thai customers also showed a higher loyalty level toward the brand compared with Chinese customers.

### **5.3 Limitations of this research**

While this study contributes to existing knowledge by substantiating a positive relationship between brand image and customer loyalty, it is essential to acknowledge two limitations.

Firstly, the sample comprises individuals who have resided in Bangkok for over three months. As Haidilao's business expands, the exclusive focus on Bangkok might limit the generalizability of findings to the broader population. Additionally, the study did not impose restrictions on the nationalities of the participants. Future research could delve into specific cultural backgrounds to provide a more nuanced understanding of customer perceptions.

Secondly, this study did not explore cultural differences within the population. Investigating these differences could uncover valuable insights into how cultural nuances might influence brand perception and loyalty. Future studies should consider incorporating a more comprehensive examination of cultural factors.

Addressing these limitations in future research endeavors will contribute to a more nuanced and culturally sensitive understanding of the relationship between brand image and customer loyalty for Haidilao Thailand.

### **5.4 Direction for Future Study**

This study exclusively employs a quantitative research method, constraining the exploration of brand image and customer loyalty within the confines of the formulated questionnaire. Consequently, the findings may lack depth and insightful conclusions. Future research endeavors should consider employing diverse research

methods to provide a more comprehensive understanding of these two concepts.

Moreover, the study relies on a singular model for each variable. Given the multitude of studies on brand image and customer loyalty, which often yield varied and debatable results, researchers may benefit from experimenting with different models or theoretical frameworks. This approach could enrich the understanding of brand image and customer loyalty dynamics.

Additionally, the study mentions the distinctions of brand image and customer loyalty while the respondents are from different backgrounds. However, this study doesn't explore the reasons for this phenomenon. Future research can study the impact of different demographic groups on the variables.

Finally, it is essential to recognize that brand image and customer loyalty, while significant, do not encapsulate all facets of the Haidilao brand. Future researchers might consider investigating other dimensions or concepts to provide a more holistic perspective on the brand. This approach could contribute to a more nuanced and comprehensive understanding of Haidilao and its various dimensions beyond brand image and customer loyalty.

### **5.5 Practical Implications**

This study provided some insights into the brand image and customer loyalty of Haidilao Thailand. Two practical implications have been identified according to those findings.

This study holds significant implications for companies within the restaurant industry, particularly those offering value-added products or services. It can serve as a valuable guide for restaurant brands aiming to establish or reinforce their brand image and customer loyalty in the market.

The research underscores the importance of brand image in consumer

evaluations, with participants highlighting experiential and functional image dimensions as key attractors. Marketing practitioners in the restaurant industry can leverage these insights to reevaluate their in-store design, service experience, and product functionality. To appeal to customers' emotional, mood, and sensory stimuli, restaurants may consider implementing unique service experiences, such as themed events, innovative menu designs, or distinctive dining environments. Furthermore, the study suggests that emphasizing the deliciousness, freshness, and health features of the food can enhance breakthroughs in functional image. By strategically aligning with consumer values and preferences, brands can increase brand awareness and perceived value, ultimately boosting competitiveness. Ultimately, the creation of a unique and enjoyable dining experience is identified as a crucial strategy to solidify customer loyalty and secure a lasting position in the market. Restaurants that successfully integrate these insights into their branding strategies are likely to thrive in attracting and retaining customers.

Additionally, the finding shows that customers loyal to the brand are more related to affective aspects. To fortify this emotional connection and cultivate customer loyalty, restaurant marketers can implement various measures. Firstly, prioritizing employee training is crucial to equipping staff with empathetic and friendly service skills and fostering positive emotional interactions with customers. Creating a positively pleasant service atmosphere contributes to customers having positive emotional experiences, ultimately enhancing brand loyalty. Secondly, leveraging social media platforms can be an effective strategy. Sharing brand stories, glimpses into employees' daily routines, and customer insights can establish an open and transparent emotional connection. Engaging in interactive and fun interactions on social media, including responding to customer comments, helps solidify a closer emotional bond with the brand. Lastly, introducing personalized services or events tailored to customers' birthdays, anniversaries, or preferences can provide customized experiences. This personal touch makes customers feel valued and cared for, sparking positive emotional connections. Through these differentiated measures, the restaurant can deepen emotional ties with customers and elevate the brand's emotional value, thereby fostering stronger customer loyalty.



Lastly, the brand image and customer loyalty are not fixed from the customer's perspective. Individuals from diverse backgrounds may generate different associations with a brand and exhibit distinct levels of loyalty toward a brand. Therefore, it is a wise choice for brands to segment customers based on demographics and develop promotion strategies or plans for their customer groups.

In summary, this chapter summarizes the findings of this study surrounded with the data on brand image and customer loyalty toward Haidilao Thailand in addition to their differences among distinct demographic groups. Further, this chapter discusses findings and summary sections to underscore their reasons. Then, chapter 5 points out the limitations of this study and gives some suggestions for future research. Lastly, this chapter concludes with practical implications for business practitioners.

## REFERENCES



จุฬาลงกรณ์มหาวิทยาลัย  
**CHULALONGKORN UNIVERSITY**

## REFERENCE

- Aaker, D. A. (2012). Building strong brands. Simon and Schuster.
- Aaker, D. A., & McLoughlin, D. (2010). Strategic Market Management: Global Perspectives. John Wiley & Sons.
- Aaker, D.A. (1991) Managing Brand Equity. The Free Press, New York.
- Aaker, D.A. (1996) Measuring Brand Equity across Products and Markets. *California Management Review*, 38, 102-120. <http://dx.doi.org/10.2307/41165845>
- Aaker, J. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34(3), 347. <https://doi.org/10.2307/3151897>
- Abbas, U., Islam, K. M. A., Hussain, S., Baqir, M., & Muhammad, N. A. (2021). Impact of Brand Image on Customer Loyalty with The MediaTING Role of Customer Satisfaction and Brand Awareness. *International Journal of Marketing Research Innovation*, 5(1), 1–15. <https://doi.org/10.46281/ijmri.v5i1.987>
- Alnaser, A. S., & AHMAD, S. (2017). The Effect of Marketing Strategy on Customer Loyalty: Conceptual Research. *J. Islamic Hum. Adv. Res*, 7, 33-47.
- American Marketing Association. (2007). *Branding archives*. <https://www.ama.org/topics/branding/>
- Andersson, T. D., & Mossberg, L. (2004). The dining experience: do restaurants satisfy customer needs? *Food Service Technology*, 4(4), 171–177. <https://doi.org/10.1111/j.1471-5740.2004.00105.x>
- Andreani, F., Taniaji, T. L., & Puspitasari, R. N. M. (2012). The Impact of Brand Image Towards Loyalty with Satisfaction as A Mediator in McDonald's.

*Jurnal Manajemen Dan Wirausaha*, 14(1).

<https://doi.org/10.9744/jmk.14.1.64-71>

Andreassen, T. W., & Lindestad, B. (1998). Customer loyalty and complex services. *International Journal of Service Industry Management*, 9(1), 7–23.

<https://doi.org/10.1108/09564239810199923>

Back, K., & Parks, S. C. (2003). A brand loyalty model involving cognitive, affective, and conative brand loyalty and customer satisfaction. *Journal of Hospitality & Tourism Research*, 27(4), 419–435.

<https://doi.org/10.1177/10963480030274003>

Baloglu, S. (2002). Dimensions of Customer Loyalty: Separating Friends from Well Wishers. *Cornell Hotel and Restaurant Administration Quarterly*, 43(1), 47–59. <https://doi.org/10.1177/0010880402431005>

Bian, X., & Moutinho, L. (2011). The Role of Brand Image, Product Involvement, and Knowledge in Explaining Consumer Purchase Behaviour of Counterfeit: Direct and Indirect Effects. *European Journal of Marketing - EUR J MARK*, 45, 191-216. <https://doi.org/10.1108/03090561111095658>.

Biel, A.L. (1993) How Brand Image Drives Brand Equity. *Journal of Advertising Research*, 6, RC6~RC1.

Bobâlcă, C., Gătej, C., & Ciobanu, O. (2012). Developing a scale to measure customer loyalty. *Procedia. Economics and Finance*, 3, 623–628.

[https://doi.org/10.1016/s2212-5671\(12\)00205-5](https://doi.org/10.1016/s2212-5671(12)00205-5)

Global Brand Insight (2021). 海底捞: 仅有服务是不够的. <http://www.c-gbi.com/m/view.php?aid=9702>

Brady, M. K., Voorhees, C. M., & Brusco, M. J. (2012). Service sweetheating: its antecedents and customer consequences. *Journal of Marketing*, 76(2), 81–98.

- Breivik, E., & Thorbjørnsen, H. (2008). Consumer brand relationships: an investigation of two alternative models. *Journal of the Academy of Marketing Science*, 36(4), 443–472.
- Chang, Z. (2022). Consumer behaviors in choosing the Hotpot restaurant. *Advances in Social Science, Education and Humanities Research*.  
<https://doi.org/10.2991/assehr.k.220105.284>
- Chao, R., Wu, T., & Yen, W. (2015). The Influence of Service Quality, Brand Image, and Customer Satisfaction on Customer Loyalty for Private Karaoke Rooms in Taiwan. *The Journal of Global Business Management*, 11 (1), 59-67.
- Chartchawalitsakul, P. (2020). The service quality affecting customer loyalty toward food delivery service in Thailand. *Chulalongkorn University Theses and Dissertations (Chula ETD)*, 7671, <https://digital.car.chula.ac.th/chulaetd/7616/>
- Chaudhuri, A., & Holbrook, M. B. (2001). The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty. *Journal of Marketing*, 65(2), 81–93. <https://doi.org/10.1509/jmkg.65.2.81.18255>
- Chen, W. (2021). The relationship between Starbucks Brand's Image, Trust, And Online Engagement. *Chulalongkorn University Theses and Dissertations (Chula ETD)*, 7763. <https://digital.car.chula.ac.th/chulaetd/7736>
- Chinomona, R. (2016). Brand communication, brand image, and brand trust as antecedents of brand loyalty in Gauteng Province of South Africa. *African Journal of Economic and Management Studies*, 7(1), 124–139.  
<https://doi.org/10.1108/ajems-03-2013-0031>
- Costabile, Michele. (2000). A dynamic model of customer loyalty.
- DAM, S. M., & DAM, T. C. (2021). Relationship between Service Quality, Brand Image, Customer Satisfaction, and Customer Loyalty. *Journal of Asian*

*Finance, Economic and Business*, 8 (3), 0585-0593.

10.13106/jafeb.2021.vol8.no3.0585

Das, J. K., Prakash, O., & Khattri, V. (2016). Brand image mapping: A study on bathing soaps. *Global Business Review*, 17(4), 870–885.

<https://doi.org/10.1177/0972150916645683>

Deewong, B. (2019). The relationship between brand experience and brand equity of Marimekko. *Chulalongkorn University Theses and Dissertations (Chula ETD)*. 8886.

<https://digital.car.chula.ac.th/chulaetd/8886>

Dick, A., & Basu, K. (1994). Customer loyalty: toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22(2), 99–113.

<https://doi.org/10.1177/0092070394222001>

Driesener, C., & Romaniuk, J. (2006). Comparing methods of brand image measurement. *International Journal of Market Research*, 48(6), 681–698.

<https://doi.org/10.1177/147078530604800605>

Drucker, P. F. (1974). *Management: Tasks, responsibilities, practices*. New York: Harper & Row.

Espejel, J., Fandos, C., & Flavián, C. (2007). The role of intrinsic and extrinsic quality attributes on consumer behaviour for traditional food products.

*Managing Service Quality*, 17(6), 681–701.

<https://doi.org/10.1108/09604520710835000>

Fortune Business Insight. (2023). Loyalty Management Market Share & Growth Analysis. <https://www.fortunebusinessinsights.com/industry-reports/loyalty-management-market-101166>

Friedmann, R. (1987). Psychological meaning of products and product positioning.

*Journal of Product Innovation Management*, 4(4), 265–273.

[https://doi.org/10.1016/0737-6782\(87\)90030-0](https://doi.org/10.1016/0737-6782(87)90030-0)

- Gardner, B. B., & Levy, S. J. (1995). The product and the brand. *Harvard Business Review*.
- Global Brand Insight. (2021). 海底捞：仅有服务是不够的. Retrieved from December 1, 2023. <http://www.c-gbi.com/m/view.php?aid=9702>
- Haidilao. (2023). Annual report 2022. Retrieved from October 1, 2023. <https://cdn-global-website.superhi-cdn.com/website/file/4b4e70ffc0b2472f9360fdc506b0144>
- Haidilao. (2023). Interim Report 2023. Retrieved from October 1, 2023. <https://cdn-global-website.superhi-cdn.com/website/file/e978d414924b4ec9a371e53985c4e7f0>
- Han, H., & Hyun, S. S. (2012). An extension of the Four-Stage loyalty model: the critical role of positive switching barriers. *Journal of Travel & Tourism Marketing*, 29(1), 40–56. <https://doi.org/10.1H080/10548408.2012.638559>
- Harris, L. C., & Goode, M. M. H. (2004). The four levels of loyalty and the pivotal role of trust: a study of online service dynamics. *Journal of Retailing*, 80(2), 139–158. <https://doi.org/10.1016/j.jretai.2004.04.002>
- He, H., Yan, L., & Harris, L. C. (2012). Social identity perspective on brand loyalty. *Journal of Business Research*, 65(5), 648–657. <https://doi.org/10.1016/j.jbusres.2011.03.007>
- Holbrook, M. B., & Batra, R. (1987). Assessing the role of emotions as mediators of consumer responses to advertising. *Journal of Consumer Research*, 14(3). <https://doi.org/10.1086/209123>
- Ishak, F., & Ghani, N. H. A. (2013). A review of the literature on brand loyalty and customer loyalty. *Conference on Business Management Research*.
- Janonis, V., & Virvilaitė, R. (2007). Brand Image Formation. *Engineering Economics*, 2 (52), 18-79.

- Juan, L. & Yan, L. (2009). Dimensions and influencing factors of customer loyalty in the intermittent service industry. *Frontiers of Business Research in China*, 3(1), 69–78. <https://doi.org/10.1007/s11782-009-0004-4>
- Jumaev, M., M, D. K., & Hanaysha, J. R. (2012). IMPACT OF RELATIONSHIP MARKETING ON CUSTOMER LOYALTY IN THE BANKING SECTOR. *Far East Journal of Psychology and Business*, 6 (3), 36-55.
- Kapferer, J. (1998). Why are we seduced by luxury brands? *Journal of Brand Management*, 6(1), 44–49. <https://doi.org/10.1057/bm.1998.43>
- Kaplan, M. D. (2007). Product appearance and brand knowledge: an analysis of critical relationships. *Turkey: Izmir University of Economics*
- Kaplanidou, K., & Vogt, C. (2006). Do Sport Tourism Events Have a Brand Image? *Northeaster Reaction Research Symposium*.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing Customer-Based Brand Equity. *Journal of Marketing*, 57(1), 1. <https://doi.org/10.2307/1252054>
- Keller, K. L., & Lehmann, D. R. (2006). Brands and Branding: research findings and future priorities. *Marketing Science*, 25(6), 740–759. <https://doi.org/10.1287/mksc.1050.0153>
- Keller, K.L. (2001). Building customer-based brand equity: a blueprint for creating strong brands.
- Khan, M. T. (2013). Customers Loyalty: Concept & Definition (A Review). *International Journal of Information, Business and Management*, 5 (3), 168-191.
- Kim, H., & Kim, W. G. (2005). The relationship between brand equity and firms' performance in luxury hotels and chain restaurants. *Tourism Management*, 26(4), 549–560. <https://doi.org/10.1016/j.tourman.2004.03.010>



- Kumar, V., & Shah, D. (2004). Building and sustaining profitable customer loyalty for the 21st century. *Journal of Retailing*, 80(4), 317–329.  
<https://doi.org/10.1016/j.jretai.2004.10.007>
- Lee, J. L., James, J., & Kim, Y. K. (2014). A reconceptualization of brand image. *International Journal of Business Administration*, 5(4).  
<https://doi.org/10.5430/ijba.v5n4p1>
- Lu, J., & Lu, Y. (2009). Dimensions and influencing factors of customer loyalty in the intermittent service industry. *Frontiers of Business Research in China*, 3(1), 63–78. <https://doi.org/10.1007/s11782-009-0004-4>
- Malhotra, N. K. (2020). *Marketing research: An applied orientation* (7th ed.). Boston, MA: Pearson.
- Malik, M. E., Naeem, B., & Munawar, M. (2012). Brand Image: Past, Present, and Future. *Journal of Basic and Applied Scientific Research*, 2 (12), 13069-13075.
- Martínez, E., Montaner, T., & Pérez, J. M. P. (2009). Brand extension feedback: The role of advertising. *Journal of Business Research*, 62(3), 305–313.  
<https://doi.org/10.1016/j.jbusres.2008.05.009>
- Martínez, E., Montaner, T., & Pérez, J. M. P. (2009b). Brand extension feedback: The role of advertising. *Journal of Business Research*, 62(3), 305–313.  
<https://doi.org/10.1016/j.jbusres.2008.05.009>
- Maurya, U. K., & Mishra, P. (2012). What is a brand? A Perspective on Brand Meaning. *European Journal of Business and Management*, 4 (3), 122 – 133.
- McMullan, R., & Gilmore, A. (2003). The conceptual development of customer loyalty measurement: A proposed scale. *Journal of Targeting, Measurement and Analysis for Marketing*, 11(3), 230–243.  
<https://doi.org/10.1057/palgrave.jt.5740080>

- Newman, J. W., & Werbel, R. A. (1973). Multivariate analysis of brand loyalty for major household appliances. *Journal of Marketing Research*, 10(4), 404–409. <https://doi.org/10.1177/002224377301000408>
- Nguyen, N., Leclerc, A., & LeBlanc, G. (2013). The mediating role of customer trust on customer loyalty. *Journal of Service Science and Management*, 06(01), 96–109. <https://doi.org/10.4236/jssm.2013.61010>
- Nourallah, M. (2022). Mobile bank applications: antecedents and consequences of young bank customer loyalty. *International Journal of Management Practice*, 15(1), 131. <https://doi.org/10.1504/ijmp.2022.119920>
- Ogba, I., & Tan, Z. (2009). Exploring the impact of brand image on customer loyalty and commitment in China. *Journal of Technology Management in China*, 4(2), 132–144. <https://doi.org/10.1108/17468770910964993>
- Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing*, 63(4), 33–44. <https://doi.org/10.1177/00222429990634s105>
- Oliver, R.L. (1997). *Satisfaction: A Behavioral Perspective on the Consumer*. The McGraw-Hill Companies, Inc., New York.
- Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic Brand Concept-Image Management. *Journal of Marketing*, 50(4), 135–145. <https://doi.org/10.1177/002224298605000401>
- Park, S. H. (2009). *The Antecedents and Consequences of Brand Image: Based on Keller's Customer-Based Brand Equity*. [https://etd.ohiolink.edu/acprod/odb\\_etd/etd/r/1501/10?clear=10&p10\\_accession\\_num=osu1259560834](https://etd.ohiolink.edu/acprod/odb_etd/etd/r/1501/10?clear=10&p10_accession_num=osu1259560834)
- Peković, S., & Rolland, S. (2020). Recipes for achieving customer loyalty: A qualitative comparative analysis of the dimensions of customer experience.

*Journal of Retailing and Consumer Services*, 56, 102171.

<https://doi.org/10.1016/j.jretconser.2020.102171>

Plumeyer, A., Kottemann, P., Böger, D., & Decker, R. (2017). Measuring brand image: a systematic review, practical guidance, and future research directions. *Review of Managerial Science*, 13(2), 227–265.

<https://doi.org/10.1007/s11846-017-0251-2>

Reynolds, T. J., & Gutman, J. (1984). Advertising is image management. *Journal of Advertising Research*, 24(1), 27–37.

Şahin, A., Zehir, C., & Kitapçı, H. (2012). Does brand communication increase brand Trust? The Empirical Research on Global Mobile phone Brands. *Procedia - Social and Behavioral Sciences*, 58, 1361–1369

Šalčiuvienė, L., Ghauri, P. N., Mockaitis, A. I., & De Mattos, C. (2009c). Brand image perceptions across cultures: a study of symbolic and functional associations. *Advances in international marketing* (pp. 177–191).

[https://doi.org/10.1108/s1474-7979\(2009\)0000020010](https://doi.org/10.1108/s1474-7979(2009)0000020010)

Salinas, E. M., & Pérez, J. M. P. (2009). Modeling the brand extensions' influence on brand image. *Journal of Business Research*, 62(1), 50–60.

<https://doi.org/10.1016/j.jbusres.2008.01.006>

Selnes, F. (1993) Relationship Commitment as a Customer Retention Mechanism. *Journal of Marketing*, 57, 117-128.

Shu, K. (2023). Strategic Management Analysis of Haidilao. *Highlights in Business, Economic and Management*, 17.

Smith, R. E., & Swinyard, W. R. (1983). Attitude-Behavior Consistency: The Impact of Product Trial versus Advertising. *Journal of Marketing Research*, 20(3), 257–267. <https://doi.org/10.1177/002224378302000304>

- Song, Z. & Zhang, X. (2018). Inspiration of "Hai Di Lao" Management Model to Service Marketing of Catering Industry. *Management Research* (pp. 5-6).
- Tellis, G. J. (1988). Advertising exposure, loyalty, and brand purchase: a Two-Stage model of choice. *Journal of Marketing Research*, 25(2), 134.  
<https://doi.org/10.2307/3172645>
- Thompson, C. J., Rindfleisch, A., & Arsel, Z. (2006). Emotional branding and the strategic value of the Doppelgänger brand image. *Journal of Marketing*, 70(1), 50–64. <https://doi.org/10.1509/jmkg.70.1.050.qxd>
- Vercueil, L. (2018). Investigating the antecedents and consequences of vehicle buyers' brand attachment behaviour.
- Watson, G. F., Beck, J. T., Henderson, C. M., & Palmatier, R. W. (2015). Building, measuring, and profiting from customer loyalty. *Journal of the Academy of Marketing Science*, 43(6), 790–825. <https://doi.org/10.1007/s11747-015-0439-4>
- Weiss, A. M., Anderson, E., & MacInnis, D. J. (1999). Reputation Management as a Motivation for Sales Structure Decisions. *Journal of Marketing*, 63(4), 74–89. <https://doi.org/10.1177/002224299906300407>
- Wijaya, B. S. (2013). Dimensions of Brand Image: A Conceptual Review from the Perspective of Brand Communication. *European Journal of Business and Management*, 5(31), 55–65.
- Wu, S., & Wang, W. (2014). Impact of CSR perception on brand image, brand attitude and buying willingness: a study of a global café. *International Journal of Marketing Studies*, 6(6). <https://doi.org/10.5539/ijms.v6n6p43>
- Yüksel, A., Yüksel, F., & Bilim, Y. (2010). Destination attachment: Effects on customer satisfaction and cognitive, affective and conative loyalty. *Tourism Management*, 31(2), 274–284. <https://doi.org/10.1016/j.tourman.2009.03.007>

Zehir, C., Şahin, A., Kitapçı, H., & Özşahin, M. (2011). The effects of brand communication and service quality in building brand loyalty through brand trust; The Empirical Research on Global Brands. *Procedia - Social and Behavioral Sciences*, 24, 1218–1231.  
<https://doi.org/10.1016/j.sbspro.2011.09.142>

Zhang, B., & Bi, C. (2022). Haidilao's Oversea Expansion Research and Analysis Example from Thailand. *Technium Social Sciences Journal*, 38, 253-263

Zineldin, M. (2006). The royalty of loyalty: CRM, quality and retention. *Journal of Consumer Marketing*, 23(7), 430–437.  
<https://doi.org/10.1108/07363760610712975>

餐饮界. (2023b, October 19). 2023 火锅行业现状与发展分析报告-36 氦.  
<https://36kr.com/>



**APPENDIX**

จุฬาลงกรณ์มหาวิทยาลัย  
**CHULALONGKORN UNIVERSITY**

## APPENDIX A

### Questionnaire (English version)

This research project is conducted in partial requirement of a Professional Project, enrolled by a student of M.A. Strategic Communication Management from the Faculty of Communication Arts, Chulalongkorn University. The purpose of this questionnaire is to explore the relationship between brand image and customer loyalty toward Haidilao.

This questionnaire will take approximately 10 minutes. Participants are requested to complete all of the following questions based on their opinions and as accurately as possible. The data collected will be analyzed and used for educational purposes only.

#### Section 1: Screening question

**Instructions:** Please check ( ✓ ) the answer that best represents you

1. Have you dined in Haidilao Thailand in the last three months

- 1. Yes
- 2. No (end the survey)

2. Are you aged between 20-50 years old?

- 1. Yes
- 2. No (end the survey)

3. Have you lived in Bangkok for over three months?

1. Yes
2. No (end the survey)

**Section 2:** The brand image of Haidilao Thailand

**Instructions:** Please rate the statements below according to your perception of Haidilao by marking ( ✓ ) below the number on the scale below: 5 = strongly agree, 4 = agree, 3 = neither agree nor disagree, 2 = disagree, 1 = strongly disagree.

Statements		Strongly agree ← Strongly disagree				
		5	4	3	2	1
1	Haidilao's food presentation meets my needs.					
2	Choosing Haidilao for a hot pot meal is a wise decision for me.					
3	Haidilao provides excellent services.					
4	I am satisfied with the quality of Haidilao's food.					
5	Haidilao is a respectable choice for special occasions.					
6	Eating at Haidilao is special and holds a symbol of social status.					
7	Haidilao is a well-known Hot Pot brand in my opinion.					
8	Haidilao's food and brand align with the image I want to project.					



Statements		Strongly agree ← → Strongly disagree				
		5	4	3	2	1
9	Haidilao's food interested me.					
10	Haidilao's service makes me feel warm and comfortable.					
11	Haidilao's restaurant atmosphere adds to my dining enjoyment.					
12	Each visit to Haidilao is a special experience that I enjoy and remember.					

### Section 3: Customer loyalty toward Haidilao Thailand

**Instructions:** Please rate the statements below according to your experience of consuming in Haidilao by marking ( ✓ ) below the number on the scale below: 5 = strongly agree, 4 = agree, 3 = neither agree nor disagree, 2 = disagree, 1 = strongly disagree

Statements		Strongly agree ← → Strongly disagree				
		5	4	3	2	1
1	I believe that dining at Haidilao is preferable to other hot pot restaurants.					
2	I believe that the offerings of Haidilao align with my hot pot dining preferences.					

Statements		Strongly agree ←————→ Strongly disagree				
		5	4	3	2	1
3	I trust Haidilao to provide a great hot pot dining experience consistently.					
4	I have a negative attitude to Haidilao.					
5	I dislike Haidilao.					
6	I like the unique features and dining experience provided by Haidilao					
7	I have repeatedly found that Haidilao is better than other Hot Pot restaurants.					
8	I have repeatedly found that Haidilao doesn't meet my expectations.					
9	Repeatedly, the Haidilao offers better food and service compared with other Hot Pot restaurants.					
10	I would always choose Haidilao for my hot pot dining over other options.					
11	I would always prefer the offerings and experiences at Haidilao over other hot pot restaurants					
12	I am always willing to try new dishes and offerings introduced by Haidilao.					

**Section 4: Demographic questions**

Instructions: Please check (✓) the answer that best represents you

1. What is your gender

- Female
- Male
- Others

2. What is your educational level

- Below Bachelor's Degree
- Bachelor's Degree
- Master's Degree
- Above Master's Degree.

3. What is your nationality

- Thai
- Chinese
- Others .....

4. What is your monthly income

- Less than THB 15,000
- THB 15,000 – THB 30,000
- THB 30,001 – THB 45,000
- More than THB 45, 000

## APPENDIX B

### Questionnaire (Thai version)

แบบสอบถามนี้เป็นส่วนหนึ่งของการจัดทำโครงการวิจัยของนิสิตระดับ มหาบัณฑิต สาขาการจัดการการสื่อสาร  
เชิงกลยุทธ์คณะนิเทศศาสตร์จุฬาลงกรณ์มหาวิทยาลัย โดยมีวัตถุประสงค์เพื่อศึกษาผลกระทบของภาพลักษณ์และความภักดีของ  
ลูกค้าต่อ Haidilao Thailand

ผู้วิจัยจึงใคร่ขอความร่วมมือจากท่านในการตอบแบบสอบถามตามความเป็นจริงหรือตามความคิดเห็นของท่าน โดย  
ข้อมูลของผู้ตอบแบบสอบถามทั้งหมดจะถูกเก็บเป็นความลับ และถูกนำไปวิเคราะห์ในภาพรวม เพื่อนำไปใช้ประโยชน์ในเชิง  
การศึกษาเท่านั้น

#### ส่วนที่ 1 คำถามเพื่อคัดเลือกผู้ตอบแบบสอบถาม

คำชี้แจง: กรุณาทำเครื่องหมาย (✓) ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด

1. คุณ ไปร้าน Haidilao ในช่วงสามเดือนที่ผ่านมาไหมครับ?

1. ใช่
2. ไม่ใช่ (จบแบบสอบถาม)

2. คุณอายุระหว่าง 20-50 ปี หรือไม่?

1. ใช่
2. ไม่ใช่ (จบแบบสอบถาม)

3. คุณอาศัยอยู่ในกรุงเทพมหานครมากกว่าสามเดือนไหมครับ

1. ใช่

2. ไม่ใช่ (จบแบบสอบถาม)

**ส่วนที่ 2 ภาพลักษณ์แบรนด์ (Brand Image) ของ Haidilao**

**คำชี้แจง:** กรุณาทำเครื่องหมาย (✓) ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด 5 = เห็นด้วยอย่างยิ่ง, 4 = เห็นด้วย, 3 = เฉย ๆ, 2 = ไม่เห็นด้วย, โดย 1 = ไม่เห็นด้วยอย่างยิ่ง

คุณเห็นด้วยกับข้อความต่อไปนี้มากน้อยเพียงใด		เห็นด้วย		ไม่เห็นด้วย		
		↔				
		อย่างยิ่ง		อย่างยิ่ง		
		5	4	3	2	1
1	การนำเสนออาหารของ Haidilao ตรงตามความต้องการของฉัน					
2	การเลือกทานหม้อไฟใน Haidilao ถือเป็นทางเลือกที่ชาญฉลาด					
3	Haidilao ให้บริการที่เป็นเลิศ					
4	ฉันพอใจกับคุณภาพอาหารของ Haidilao					
5	ในโอกาสพิเศษ การรับประทานอาหารที่ร้าน Haidilao เป็นทางเลือกที่ดี					
6	การรับประทานอาหารที่ Haidilao ถือเป็นประสบการณ์พิเศษ ซึ่งสามารถบ่งบอกสถานะทางสังคม					
7	ในความคิดของฉัน Haidilao เป็นแบรนด์ที่มีชื่อเสียง					
8	แบรนด์ของ Haidilao เข้ากับภาพลักษณ์ของตัวเองที่ต้องการนำเสนอให้คนอื่นได้เห็น					

คุณเห็นด้วยกับข้อความต่อไปนี้มากน้อยเพียงใด		เห็นด้วย <span style="float: right;">↔</span> ไม่เห็นด้วย				
		อย่างยิ่ง		อย่างยิ่ง		
		5	4	3	2	1
9	อาหารใน Haidilao ดึงดูดฉัน					
10	การบริการของ Haidilao ทำให้ฉันรู้สึกอบอุ่นและสะดวกสบาย					
11	สภาพแวดล้อมร้านอาหารของ Haidilao ช่วยเพิ่มความสุขในการรับประทานอาหารของฉัน					
12	ทุกครั้งที่ได้ไปทานอาหารที่ Haidilao เป็นประสบการณ์พิเศษสำหรับฉัน					

### ส่วนที่ 3 ความภักดีของลูกค้า (Customer Loyalty) ของ Haidilao

คำชี้แจง: กรุณาทำเครื่องหมาย (✓) ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด 5 = เห็นด้วยอย่างยิ่ง, 4 = เห็นด้วย, 3 = เฉย ๆ, 2 = ไม่เห็นด้วย, โดย 1 = ไม่เห็นด้วยอย่างยิ่ง

คุณเห็นด้วยกับข้อความต่อไปนี้มากน้อยเพียงใด		เห็นด้วย <span style="float: right;">↔</span> ไม่เห็นด้วย				
		อย่างยิ่ง		อย่างยิ่ง		
		5	4	3	2	1
1	ฉันเชื่อว่า เมื่อเทียบกับร้านหม้อไฟอื่นๆ การรับประทานอาหารในร้านหม้อไฟ Haidilao เป็นทางเลือกที่ดีกว่า					
2	ฉันคิดว่าอาหารและการบริการของ Haidilao เหมาะกับสไตล์การรับประทานอาหารของฉัน					

คุณเห็นด้วยกับข้อความต่อไปนี้มากน้อยเพียงใด		เห็นด้วย <span style="float: right;">↔</span> ไม่เห็นด้วย				
		อย่างยิ่ง		อย่างยิ่ง		
		5	4	3	2	1
3	ฉันเชื่อว่า Haidilao มอบประสบการณ์การรับประทานอาหารหม้อไฟที่ยอดเยี่ยมในทุกครั้งที่มาใช้บริการ					
4	ฉันมีทัศนคติเชิงลบต่อ Haidilao					
5	ฉันไม่ชอบ Haidilao					
6	ฉันชอบเอกลักษณ์และประสบการณ์การรับประทานอาหารของ Haidilao					
7	ฉันคิดว่า Haidilao ดีกว่าร้านหม้อไฟอื่นๆ					
8	ฉันพบว่า Haidilao ไม่เป็นไปตามความคาดหวังของฉัน					
9	ทุกครั้งที่ฉันมารับประทานอาหาร รู้สึกว่า Haidilao เสนออาหารและบริการที่ดีกว่าร้านอาหารหม้อไฟอื่นๆ					
10	ทุกครั้งที่ฉันเลือกจะรับประทานหม้อไฟ ฉันมักจะเลือกไป Haidilao					
11	สำหรับหม้อไฟ ฉันชอบอาหารและประสบการณ์การทานอาหารของ Haidilao มากกว่าร้านหม้อไฟอื่น					
12	ฉันยินดีที่จะลองอาหารและเมนูใหม่ ๆ จาก Haidilao เสมอ					

ส่วนที่ 4 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง: กรุณาทำเครื่องหมาย (✓) ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด

1. เพศของคุณคืออะไร?

- ชาย
- หญิง
- ไม่ต้องการระบุ

2. ระดับการศึกษาของคุณคืออะไร?

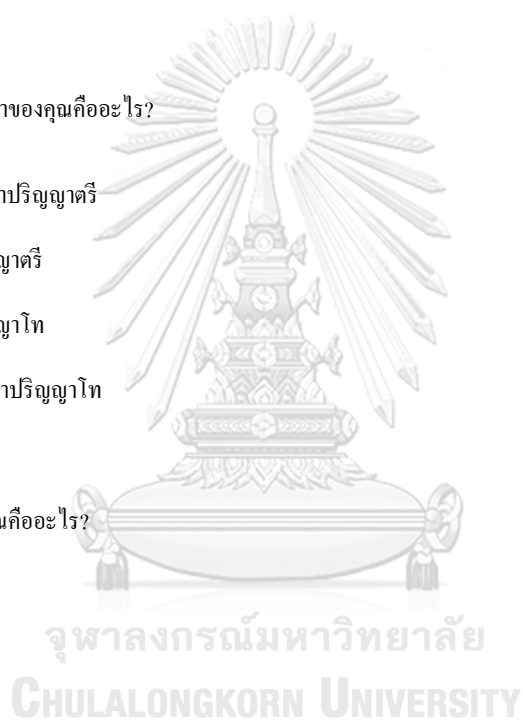
- ต่ำกว่าปริญญาตรี
- ปริญญาตรี
- ปริญญาโท
- สูงกว่าปริญญาโท

3. สัญชาติของคุณคืออะไร?

- ไทย
- จีน
- อื่น ๆ

4. รายได้ต่อเดือน

- น้อยกว่า 15,000 บาท
- ระหว่าง 15,001-30,000 บาท
- ระหว่าง 30,001-45,000 บาท
- มากกว่า 45,001 บาท





## APPENDIX C

### Questionnaire (Chinese version)

本研究按照传播学课程的要求，由朱拉隆功大学传播艺术系战略传播管理专业硕士研究生进行。本次问卷调查的目的是为了探索泰国海底捞的品牌形象和客户忠诚度，以及调查它们之间的关系。

问卷调查预计需要 10 分钟。请参与者根据自己的观点和想法尽可能准确的完成以下所有问题。收集的数据将被分析和使用于教育目的。

#### 第一节 筛选问题

说明: 请根据你的情况选择最适合的答案

1. 你最近三个月（八月，九月和十月）有去海底捞吃火锅吗？

- 1. 有
- 2. 没有（结束问卷）

2. 你的年龄是在 20-50 岁吗？

- 1. 是
- 2. 不是（结束问卷）

3. 你在曼谷居住超过三个月了吗？

- 1. 是
- 2. 不是（结束问卷）

## 第二节：海底捞的品牌形象

说明: 请根据您的实际情况选择最符合的项, 并在下面的数字下添加 (✓) 标记: (5=非常同意, 4=同意, 3=既不同意也不反对, 2=不同意, 1=强烈反对)

你同意下面的陈述吗?		强烈同意 ←————→ 强烈不同意 5    4    3    2    1				
		5	4	3	2	1
1	泰国海底捞的菜品和摆盘满足我的要求。					
2	去泰国海底捞吃火锅是一个明智的选择。					
3	泰国海底捞的服务很出色。					
4	在一些特别的场合下, 去泰国海底捞用餐是一个体面的选择。					
5	在一些特别的场合下, 去泰国海底捞用餐是一个体面的选择。					
6	在泰国海底捞用餐是一种独特的体验并象征着社会地位					
7	在我的观点里, 泰国海底捞是一个知名的火锅品牌					
8	泰国海底捞的品牌贴合我想展示的 (自我) 形象					



你同意下面的陈述吗?		强烈同意 $\longleftrightarrow$ 强烈不同意				
		5	4	3	2	1
3	我相信泰国海底捞始终提供出色的火锅用餐体验。					
4	我对泰国海底捞持有负面看法。					
5	我不喜欢泰国海底捞。					
6	泰国海底捞的特色以及用餐体验令我喜欢。					
7	我经常意识到泰国海底捞比其他火锅店更好。					
8	我经常发现泰国海底捞没有满足我对它的期望。					
9	我经常发现泰国海底捞提供比其他火锅店更好的食物和服务。					
10	我总是会选择去泰国海底捞而不是其他火锅店。					
11	我一直更喜欢海底捞的菜品和用餐体验，而不是其他火锅餐厅。					
12	我总是愿意尝试海底捞的新菜品和菜单。					

#### 第四节： 人口统计

说明： 请根据你的情况选择最适合的答案

1. 你的性别是？

- 女
- 男
- 其他

2. 你的教育水平是？

- 本科以下
- 本科
- 研究生
- 高于研究生

3. 你的国籍是？

- 泰国人
- 中国人
- 其他国家

4. 你的月收入是？

- 低于 15,000 泰铢
- 15,000 泰铢- 30,000 泰铢
- 30,001 泰铢 - 45,000 泰铢
- 高于 45,000 泰铢



## VITA

**NAME** Liu Xin

**DATE OF BIRTH** 26 May 1996

**PLACE OF BIRTH** China

**INSTITUTIONS  
ATTENDED** University of the Thai Chamber of Commerce

**HOME ADDRESS** 301 Ratchadaphisek Rd, Wong Sawang, Bang  
Sue, Bangkok 10800

**PUBLICATION** -

**AWARD RECEIVED** -



จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY