GUIDELINE FOR MARKETING STRATEGIC PLANNING TO INCREASE VALUE OF THE RESTAURANT

BY

MISS NUCHWARA BANTARAWON

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE
DESIGN, BUSINESS AND TECHNOLOGY MANAGEMENT
FACULTY OF ARCHITECTURE AND PLANNING
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2019

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FACULTY OF ARCHITECTURE AND PLANNING

THESIS

BY

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ENTITLED

GUIDELINE FOR MARKETING STRATEGIC PLANNING
TO INCREASE VALUE OF THE RESTAURANT

was approved as partial fulfillment of the requirements for
the degree of Master of Science (Design, Business and Technology Management)

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Thesis Title	GUIDELINE FOR MARKETING STRATEGIC PLANNING TO INCREASE VALUE OF THE RESTAURANT
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Degree	Master of Science
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Academic Years	2019

ABSTRACT

Nowadays, people lead busy urban lifestyles and rarely have time to cook at home. The restaurant business has grown continuously to cater for this demand. Budding, entrepreneurs need to recognize these changes in consumer behavior and adapt marketing mix (7P's) to maximize customer satisfaction. Competitors should be evaluated and analyzed, with results used to develop a successful marketing strategy.

Consumer behavior and marketing mix (7P's) including Product, Price, Place, Promotion, People, Physical evidence and Process were investigated, together with competitors to analyze restaurant potential. A qualitative research method used in-depth interviews and participant observation for data collection. The sample was 30 consumers who usually use restaurant services more than three times per week. Data quality was checked using the triangulation method including in-depth interviews, participant observation and secondary data.

Results showed that for marketing mix factors, participants placed the most importance on Product as satisfaction with the taste and quality of the food. Process was rated the second most important as satisfaction with the speed of food delivery. Waiting a long time for food delivery had the greatest negative impact on participants'

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satisfaction. Place was rated as the third most important factor, and participants were satisfied with the convenience of ordering food and receiving the food channel.

Competitor analysis identified many different types of food outlets, mostly offering lower prices than restaurants with excellent customer service. Entrepreneurs must have a strategic plan to solve problems and maximize satisfaction, using the strength of the restaurant as a competitive advantage. Besides, the restaurant needs to improve on Business Model to provide good customer service and also add value to the restaurant.

Research results will assist marketers and entrepreneurs to understand and identify the marketing mix factors that most affect consumer satisfaction, and apply this knowledge to increase competitiveness and expand their customer base. These findings can be utilized by researchers studying marketing mix aspects to consolidate their results.

Keywords: Marketing mix, Customer behavior, Customer satisfaction, Restaurant analysis

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ACKNOWLEDGEMENTS

This thesis was accomplished due to the kindness of Dr. Jitiporn Wongwatcharapaiboon, my advisor, who always support and give me an advice. She has provided knowledge, suggestions, as well as guidelines in conducting research and identifying weaknesses. With the carefulness and dedication that the advisor gives, I can complete this thesis. I could not have done without my advisor, with much appreciation.

I would like to take this opportunity to thank Asst. Prof. Dr. Siwaporn Klinmalai who was the chairman of thesis examination, for opportunities and suggestions useful for this thesis.

I would further like to thank Assoc. Prof. Dr. Waranyoo Phoolcharoen, my external committee for giving directions, opportunities and recommendations for this thesis.

In addition to, I would like to thank Chayanee Wongchittapok, my best friend, who always support and encouragement throughout the thesis process.

Lastly, I hope that this research will be useful for the restaurant businesses and other researchers who study on similar area. If this research has any drawbacks, I am apologizing here.

Miss Nuchwara Bantarawon

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CHAPTER 1
INTRODUCTION

1.1 Background

The four basic human needs are necessary for human life. One of the important basic needs is food. At present, food's form has developed continuously to meet the needs of consumers with a change in their dietary habits. Nowadays, people live a more urban lifestyle, with declining household size. The livelihood of urban people is always racing against time. Thus, they rarely have time to cook at home. Even if they do have time, they still do not want to because they are exhausted after work, and the costs incurred in paying for food supplies, gas and electricity, as well as in the time that is wasted, means that cooking at home is not an option.

According to the Office of Trade Policy and Strategy, most people in Bangkok and perimeters prefer to have all their 3 meals outside at the restaurants, with over 60 percent of them having breakfast and lunch outside, and 46.40 percent having dinner outside (Prachachat Online Business, 2015). Kasikorn Research Center found that the restaurant businesses in 2016 are worth about 382,000-385,000 million Baht, growing in the range of 1.9-2.7 percent from 2015 (Kasikorn Research Center, 2016). The 5 most popular food types are buffet, cooked-to-order, fast food, noodle, curry and rice, with cooked-to-order ranked as the second most popular food category. One of the factors that convince consumers to choose this type is convenience, speed, and price which is not too expensive, meaning that they can afford it every day.

Thai cooked-to-order restaurant businesses can be found everywhere in Thailand whether in urban areas or rural areas. These restaurants can usually be found in community areas with accommodations. The changing lifestyles of people in urban communities lead to increased eating-out habits. Restaurant businesses tend to be in fierce competition due to the new restaurant businesses gradually entering the market. This is particularly the case for the retail restaurant businesses because they do not require great investment and the payback period is relatively short.

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Kua Ban Pa Kae restaurant is considered a cooked to order restaurant located in Parichart village, 345 road, Bang Koo Wat, Mueang District, Pathum Thani 12000. At present, the restaurant has been established for 1 year since 2 June 2019. The chef has 30 years of experience in cooking and she is well known in Parichart village. Consequently, there is the existing customer base and the increasing of new customers due to word-of-mouth. However, Kua Ban Pa Kae restaurant still lacks good management. For example, customers must wait a long time for the queue, ordering has mistaken or incorrect. Moreover, the budget is unable to control and the profits come from chef only one way. Besides, there are many restaurants in the Parichart village cause the restaurant has high competition.

Therefore, this research investigates factors which affect customer satisfaction and also assess the potential of the restaurant to create the strategy for operating business in a better way.

1.2 Research question

1) What are the factors that influence customer satisfaction in restaurant? (Kua Ban Pa Kae is used as a case study)

2) How to add value to restaurant using marketing strategy? (Kua Ban Pa Kae is used as a case study)

1.3 Objective

1) To investigate the factors that affect the consumer satisfaction in restaurants.

2) To analyze and assess the potential of the restaurant under study.

3) To design marketing strategies in order to increase value to the restaurant under study.

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1.4 Scope of research

This research will study the consumer conducts which include behaviors and attitudes of customers and the marketing mixed factors, as to achieve the objectives of the research. First, behaviors and attitudes concern the areas related to the customers' purposes in using services provided by restaurants, which are linked to date and time of consumption, frequency of consumption, cost per meal, their favorite meals, and their opinions on special menu. Second, 7 P marketing mix factors consist of Product, Price, Place, Promotion, People, Physical evidence and Process.

1.4.1 Area of population

The target group of the research is a group of customers who use Kua Ban Pa Kae restaurant services. Methodologically, this study is a qualitative research, with data collected from an in-depth interview with 30 people.

1.4.2 Area of study

The location of this study is Kua Ban Pa Kae restaurant which locates in Parichart village, 345 road, Bang Ku Wat, Mueng, Pathumthani, 12000, Thailand.

1.4.3 Timing

The duration of this research is from December 2019 to April 2020 (5 months in total).

1.5 Expected outcome

1) The most influent factors affect the consumer satisfaction in Kua Ban Pa Kae restaurant.

2) The potential in Business Model to make the restaurant profit and gain competitive advantage.

3) The guideline for an improvement in the marketing strategies and to increase the value of the restaurant business effectively.

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1.6 Conceptual framework

The conceptual framework has been created to investigate 7P's marketing mix and behavioral factors that affect consumer satisfaction of restaurants, using an in-depth interview of 30 participants who use restaurant services more than 3 times per week. Besides, the conceptual framework also presents the investigation of restaurant business analysis and competitor analysis.

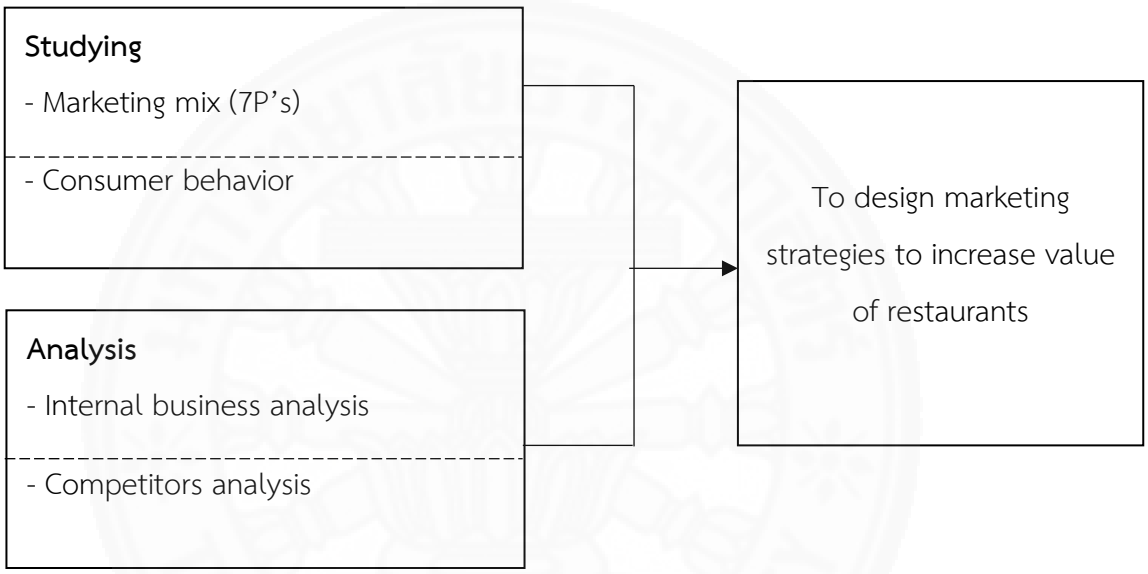

Figure 1.1 Conceptual framework for the investigations of consumer satisfaction of restaurants

As shown in Figure 1.1, there are 2 areas for the investigation as seen on the left of the diagram. On the right-hand side is the objective of this research, which is to design marketing strategies in order to add value to restaurants. This research will investigate both areas of studying and analysis to achieve objectives.

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1.7 Definitions

1) Consumption behavior is a physical expression of consumers, showing how they choose to consume food at Kua Ban Pa Kae restaurant. This includes their eating behaviors, frequency of their visits to the restaurant, and the number of times they visit the restaurant.

2) Marketing mix is a marketing tool which helps create consumer satisfaction by meeting the needs of consumers in 7 aspects; product, price, place, promotion, people, physical evidence and process.

3) Satisfaction is a feeling caused by an experience in life that meets the needs of consumers.

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CHAPTER 2
LITERATURE REVIEW

In this chapter, relevant theories, concepts and other studies are discussed. They are used as a framework to define this research and design tools that will be used in the study. The literature review consists of the following topics.

2.1 Concepts and theories related to consumer behavior

2.2 Concepts and theories related to the service marketing mix

2.3 Concepts and theories related to satisfaction

2.4 The overview of literature reviews

2.5 General information of the restaurant under study

2.6 Restaurant analysis

2.7 Competitors analysis

2.1 Concepts and theories related to consumer behavior

According to the previous research and existing theories, scholars have defined the following terms as stated below.

'Consumption' has many definitions. The popular definition of consumption is the purchase of goods and services to meet the needs of each individual. Consumption is important in capitalism where people work hard to earn money in order to consume. Therefore, for a person to be satisfied with the product or service her or she purchases, both physical and mental satisfaction must be taken into consideration.

'Consumers' are people who can make the decision whether or not to purchase goods or services. Their decisions can be influenced by marketing and advertisement. Whenever someone goes to a store and purchase something, they are making a decision as a consumer. There are 2 types of consumers which are individual consumers and organizational consumers. Individual consumers are those who buy goods or services for the main purpose of personal, family or household use, or buy

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them as gifts for others on various occasions. This type of consumption always includes end-users. Organizational consumers include profit-oriented organizations, non-profit organizations, government organizations, and other various institutions. These organizations buy products, tools, equipment, and services for using in operations, such as the purchase of raw materials and components.

'Consumer behavior' can be described as the actions of consumers in choosing, evaluating, buying, using, discarding or disposing of goods or services to meet their needs.

2.1.1 Analysis of consumer behavior

Analysis of consumer behavior is the investigation of consumer behavior as to understand their needs. By asking them questions to know more about their behaviors, marketers can correctly respond to their needs and, therefore, achieve consumer satisfaction. The questions are in the form 6Ws and 1H questions which consist of Who?, What?, Why?, Who?, Where?, When? and How?, to find the 7 answers (7Os) consisting of Occupants, Objectives, Organization, Occasions, Outlets and Operations.

Table 2.1 6Ws and 1H questions for studying and searching for consumer behavior

Question (6Ws and 1H)	Answer (7Os)	Marketing strategy
1) Who is in the target market?	Occupants - Demographic - Geographic - Behavioral science	Marketing strategy (4Ps) - Product - Price - Place - Promotion Management methods as appropriate and able to meet the satisfaction of the target audience.

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Table 2.1 6Ws and 1H questions for studying and searching for consumer behavior (cont.)

Question (6Ws and 1H)	Answer (7Os)	Marketing strategy
2) What does the consumer buy?	Objective - Product component	Product strategy - Main products - Form and external characteristics differentiate the products such as packaging, branding, service form, quality - Gallop products - Expected product - Competitive differentiation consisting of differences in products, services, staff, and image
3) Why does the consumer buy?	Objective Consumers buy products to meet their physical and mental needs, which must study the factors that influence buying behavior. - Internal or psychological factors - Social and cultural factors - Individual factors	- Product Strategies - Promotion Strategies - Price Strategies - Distribution Channel Strategies

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Table 2.1 6Ws and 1H questions for studying and searching for consumer behavior (cont.)

Question (6Ws and 1H)	Answer (7Os)	Marketing strategy
4) Who participates in the buying?	Organizations - The originator - Influence people - The decision-maker - Buyers - Users	Advertising and promotion strategies
5) When does the Consumer buys?	Occasions	Promotion Strategies
6) Where does the consumer buy?	Channel or outlets	Distribution Channel Strategies
7) How does the consumer buy?	Operations - Problem recognition - Information search - Evaluation alternatives - Purchase decision - Post-purchase behavior	Promotion Strategies

Source: Serirat. (2007). Consumer behavior. Bangkok: Thira Film and Cytex.

Table 2.1 presents the overall picture of the 6Ws and 1H questions and answers which make marketer better understand consumer behavior. In addition, these are used to analyze customers so marketers can find solutions for the marketing problems.

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2.1.2 Consumer behavior model

Armstrong and Kotler (2009) have defined the consumer behavior model or the S-R Model as the study of the motives of a customer that causes him or her to decide to buy a product. This process begins with the stimulus that creates the demand. The stimulus then enters the buyer's black box, which cannot be predicted by the manufacturer or seller. The Buyer's conscience is influenced by his or her characteristics, when then influence the response and the purchase decision as shown in Figure 2.1.

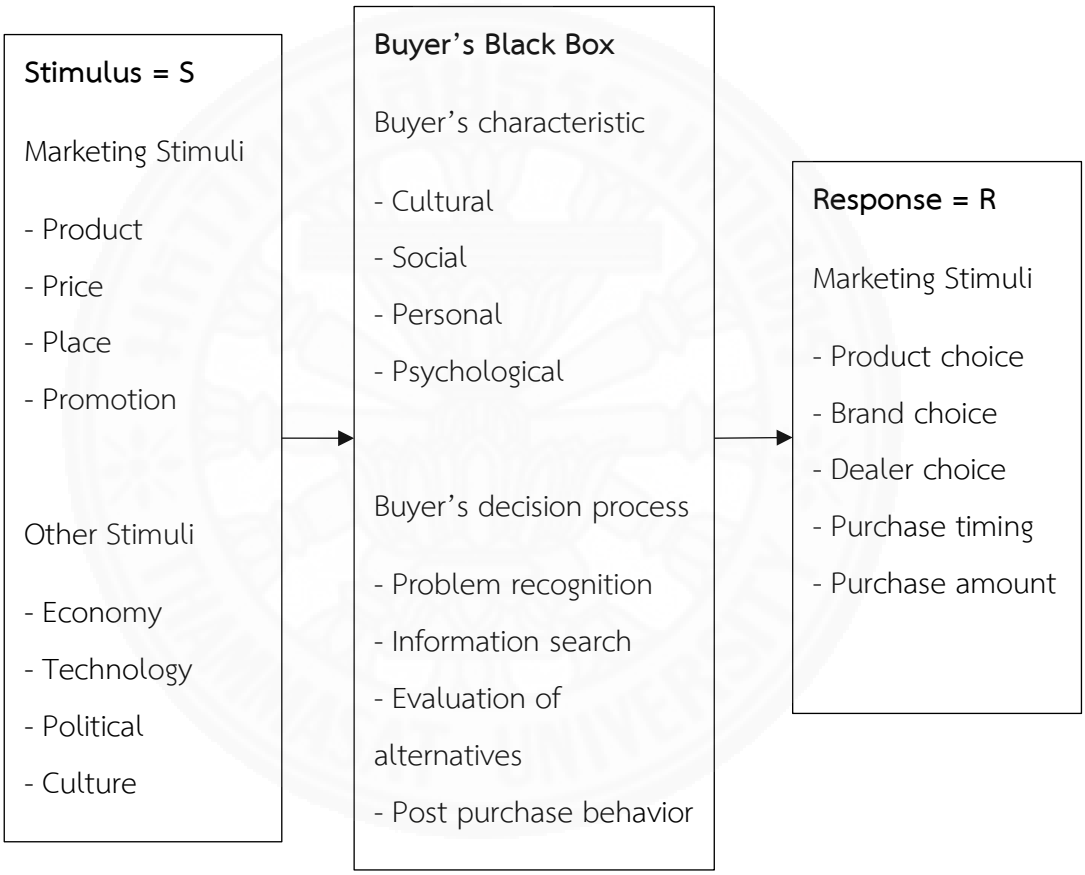

Figure 2.1 Consumer behavior model

2.1.2.1 Stimulus

The stimulus that occurs naturally can be divided into inside stimulus and outside stimulus. Marketers are interested in organizing external stimuli in order to make consumers want to use their products or services. These incentives influence the consumers's decision whether to buy a product or receive service. Sometimes, there can be psychological tactics involved. There are 3 types of stimuli as follows.

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'Marketing stimulus' can be considered as a stimulus that can control customer incentive which is relevant to the marketing mix including; Product, Price, Distribution, Promotion, Other stimuli, Economic, Technological, Legal and political stimuli and Culture stimuli.

'The customer sentiment' is comparable to the buyer's black box, or the feelings of the buyer which the manufacturer has to try hard to understand to read the mind of the buyer. This can be done by looking at the behavior of the buyer or the purchasing decision process.

'Buyer's response or buyer's purchase decisions' means consumers making buying decisions on various issues related to the purchase of a product, including the decision made at the store, and the decision on the purchase method.

2.1.3 Factors influencing consumer behavior

Serirat, Laksitanon, Serirat and Pawanavanich (2003) studied the factors relating to the influences of consumer behavior and to the demands of consumers in various fields. These factors can determine marketing incentives when the buyer is also influenced by other stimuli. The characteristics of the buyer is influenced by cultural factors, social factors, personal and psychological factors, with details as follows.

2.1.3.1 Cultural Factors

Cultures are man-made and are followed by generations after generations. Cultural factors are considered as the determinant of the behavior of people in society. Therefore, people in different societies with different cultures also have different needs.

Culture is a basic characteristic of people in society. For instance, Thai people have specific characteristics due to their own culture, leading to a similar behavioral characteristics among most Thais.

Subculture is a characteristic of people in each society which is different from others. Subcultures are formed by basic characteristics including race, religion, geographical area, and occupation.

2.1.3.2 Social Factors

Social factors are factors related to daily life that influence buying behavior. These factors concern types of groups of people that share different

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values, decisions, attitudes and ideas according to their social factors. The social groups of people can be divided into 2 levels. The first level is the primary level which includes family, close friends and neighbors. The secondary group is the leading group in society, including professionals, peers and institutional individuals in various groups in society.

2.1.3.3 Personal Factors

The decision of the buyer is influenced by the characteristics of each person.

1) Age of consumers: people with different ages will have different needs regarding the purchase of products.

2) Family life cycle is the steps or periods in life in which a person goes through, such as a period of a single young adult, a period of a married couple, or period of a family with children. Living in each step influences the needs, attitudes, and values, resulting in different needs for products and different buying behaviors.

3) Different professions lead to different needs for products and services.

4) Income affects the decisions to purchase goods and services. It also links to the purchasing power and the buying attitude.

5) Lifestyle of a person depends on culture, social classes, and types of careers. Whether a buyer chooses to buy a product or not depends on his/her values and lifestyle.

2.1.3.4 Psychological Factors

Individual purchase depends on psychological factors. These are factors that influence the buying behavior.

1) Motivation refers to factors that direct an individual from within, encouraging and driving that person’s behavior. It can also be affected by cultural factors.

2) Recognition is a process whereby each person interprets the data, as to create a meaningful picture, reflecting a person's understanding of the world in which he/she lives. Recognition is an individual process that depends on beliefs, experiences, needs, emotions, and stimuli. It is considered a screening process. The cognitive will show the feelings from the 5 senses, namely sight, smell, hearing, taste, and touch.

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3) Learning means the acquisition of knowledge or skills through experience. An individual learns when he/she reacts to stimuli. And the response learning stems from many influences such as attitude, belief and past experiences.

4) Reliability is an idea that a person holds about something which is a result of experience.

5) Attitude refers to the evaluation of a person's satisfaction or dissatisfaction or the feelings of a person towards something.

6) Personality refers to different psychological characteristics of each person that lead to predictable responses to the environment around him/her.

7) Self-concept means the thoughts and feelings that a person has about oneself.

2.2 Concepts and theories related to the service marketing mix

The extended version of the marketing mix (7P's) consists of seven components of marketing which intend to act together as to reach the targets of a marketing strategy. The 7 components of the marketing mix include product, price, place, promotion, people, process, and physical. The purpose of the marketing mix is for businesses which revolve around tangible goods. However, this is not the case for service businesses. This is because service businesses do not need any maintenance and that those who provide services are considered as part of the services they provide. Thus, service businesses tend to face more difficulties than those businesses that produce tangible goods regarding the control of the quality of their services.

This theory is used in this research to determine which marketing factors make customer more satisfied, so that marketing strategies can be effectively designed to add value to the restaurant chosen as the case study.

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2.2.1 The 7Ps Marketing mix for Service Business

2.2.1.1 Product

Within the service sector, the production occurs at the same time as the consumption of the product, with the nature of the product being intangible, perishable and diverse, making on the spot customization possible. Therefore, the point where such activity occurs is of importance. In order to ensure that the quality of the service provided is maintained at good standards, most service providers allow some customization within standardized delivery mode.

2.2.1.2 Price

Due the fact that services are not able to be measured by just looking at the materials required for such services to occur, or just by measuring the actual tangible cost of production, it is very difficult to set the right prices for services. Some parts of services are tangible, including the costs of labor as well as the overhead costs. Nevertheless, what are also added as part of the factors that determine the final price are the ambiance, the experience, and the brand name.

2.2.1.3 Place

As stated earlier, the location where the service is produced and consumed is the same, without a possibility for the service to be owned or moved away from the location. Therefore, the location or "place" at which such service occurs is very crucial. It has to be analyzed with care as to make it easy for customers to access and for them to have the desire to make their effort to reach the service location. For instance, fast food restaurants and other types of service centers should be located near the busy main streets in order to encourage customers to walk in to use the services. On the other hand, a dining restaurant with higher standards can be located in a quiet area away from busy streets in order to keep the image of privacy and exclusivity.

2.2.1.4 Promotion

Promotion acts in the same way as it does in general marketing context. Importantly, a service can be very easy to be copied than a physical product. In order to prevent a service to become interchangeable, with many competitors having similar services provided, it is vital to have a good brand image and a brand

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name that is well known in the market. This can be done using the tactic of differentiation as to attract both new and old customers.

2.2.1.5 People

This aspect is very crucial within the service marketing mix. This is because the person who delivers a service is an important part of the service itself. When having dinner at a restaurant, if a waiter is rude, the overall experience is then considered as bad service. This is the reason for many businesses to invest in choosing the people to work in the service roles. Efforts are also made to recruit and train people to fit such roles.

2.2.1.6 Process

Due to the fac that the provision of services needs to have a balance between standardization and customization, special attention is needed on the processes involved in the activity, with a clearly defined roles for the providers of services. It must ensure that the same standard of service is delivered to all customers at any time. Customer preferences should also be taken into account in order to provide them with a unique experience.

2.2.1.7 Physical Evidence

The area where the service delivery takes place is also a crucial aspect. The comfort level as well as the attractiveness of a service location greatly determine the experience of customers. A calm and relaxing environment would give customers a sense of comfort and security which then will make them return again.

2.3 Concepts and theories related to satisfaction

Kotler (2000) defines customer satisfaction as a customer’s feelings resulting from comparing the benefits of a product's features or product performance with his or her expectations.

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2.3.1 Product value in relation to customer satisfaction

Customer satisfaction is the level of satisfaction that results from the comparison of the benefits of a product's features or product performance to the expectations of a customer (Kotler, 2000)

The level of customer satisfaction is caused by the difference between product benefits and individual expectations. These expectations are determined by the experience and knowledge of the buyer.

Product's competitive differentiation concerns various designs of the products so that they are different from the products made by the competitors. The distinction must be valuable in the perceptions of the customers and leads to customer satisfaction. Product's competitive differentiation consists of product differentiation, service differentiation, differences in personnel, and differences in image.

These differences determine the added value for customers. Total customer value is the sum of the benefits or the utility from a product or service. Product value is based on competitive differences which consist of product differentiation, service differentiation, personnel differences, and image differences. These differences in these 4 areas also lead to product value in 4 areas, which are the area concerning the value of a product, service value, the value concerning personnel, and the image value. These 4 values are to be called the total product value in the perceptions of customers, as shown in Figure 2.2.

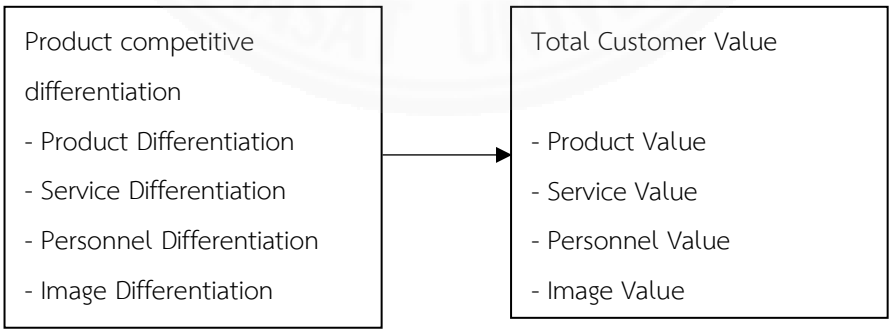

Figure 2.2 The relationship between differences product competitive differentiation and total customer value

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2.3.2 Customer satisfaction with service

The service satisfaction or the ability to determine whether that service is satisfactory or not, can be measured by taking into account these following points.

1) Equitable service is a service that is fair to all.

2) Timely service is a service that is provided whenever it is necessary in a timely manner.

3) Ample service is the service that is in accordance with the needs concerning locations, personnel and equipment.

4) Continuous service is how the service is provided until the needs of the customers are achieved.

5) Progressive service is the development of services in terms of their quality.

The level of satisfaction of service depends on the evaluation of the performance of the service providers. This evaluation will vary depending on the experience each person has received, and the judgment of each person. The evaluation can be divided into 2 parts, namely the subjective aspect and objective aspect which arise from receiving such service both quantitatively and qualitatively.

2.4 The overview of literature reviews

Table 2.2 The overview of literature reviews

Author	Title	Method	Results
Phonsaen. (2014)	Guideline for Increasing Sale by Baan Kanom Thai in Khon Kaen	Quantitative research, using questionnaire Concept and theory: - Consumer behavior - Marketing mix 7Ps	-The store is promoted to stimulate sales, with the use of social media which helps make the shop become more well-known. -The store should add more dessert menus.

Ref. code: 25626016120146EYG

Table 2.2 The overview of literature reviews (cont.)

Author	Title	Method	Results
Ananchokepatama. (2015)	Marketing mix and buying decision on Line Giftshop	Qualitative research, using in-depth interview Concept and theory: - Consumer behavior - Buying decision process - Marketing mix 4P	- There should be a variety of goods available on sales. -There should be more discounts given to customers. - The buying platform should be easy for customers to order, with fast and safe payment system, and a convenient channel for the recipient.
Pisanvarapong. (2017)	Services Marketing Mix that affect Consumer's Service using Behavior at Yodkaotom	Quantitative research, using questionnaire Concept and theory: - Consumer behavior - Marketing mix 7Ps	- The restaurant should have a variety of mea options on the menu. - The restaurant should focus on the taste and the quality of food.
Songsathapornjarearn. (2016)	Factors affecting decision to visit dog café in Saen Suk subdistrict, Meaung Chonburi district, Chonburi province	Mixed method, using questionnaire and in-depth interview Concept and theory: - Marketing mix 7Ps	- The store should have a variety of dog breeds and more dogs. -The store should separate the service zone and the kitchen area, because the customers concern about cleanliness and hygiene.

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Table 2.2 The overview of literature reviews (cont.)

Author	Title	Method	Results
Jerapaitoon. (2014)	Marketing Strategic Planning to Increase the Volume of Sales in Jerapanich Store Chumphae District, Khon Kaen Province	Quantitative research, using questionnaire Concept and theory: - Marketing mix 4P - Buying decision	- The store should provide the parking space for customers. - The store should pay attention to new customers and provide them some discounts
Panvisavas. (2018)	Factors influencing customer purchasing decisions in m-commerce of herbal products in Bangkok	Quantitative research, using online questionnaire Concept and theory: - Marketing mix 6Ps	- The herbal company should carefully select an online sales platform that can be trusted - It should select herbal products that have store/product certifications. - The employees should response and interact with the customers promtly.

Table 2.2 shows the case studies conducted by researchers in the past. All these studies used the marketing mix concept. The methods used are both quantitative and qualitative.

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2.5 General information about the restaurant

2.5.1 Kua Ban Pa Kae Restaurant

The logo of the restuarant illustrates the sense of Thainess and the sense of friendliness to make the restaurant seem like the restaurant for all types of people with all age ranges (Figure 2.3).

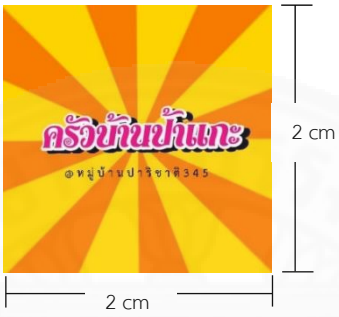

Figure 2.3 Restaurant logo

Kua Baan Pa Kae Restaurant is an a la carte restaurant which mainly sells Thai food. It has a friendly atmosphere, with comfortable seats, clear in front of the restaurant, decorated with waterfalls and small gardens, making the restaurant not too hot during the day since it is covered under the shade, as show in Figure 2.4.

Figure 2.4 Restaurant atmosphere

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There are roofs throughout the restaurant where customers can sit and eat even when it rains. The interior of the restaurant is nice, with instrumental music or acoustic music, allowing customers to relax while waiting for the food. There are 7 tables in the restaurant which can service about 30 people.

2.5.2 Restaurant highlights

With regard to the tastes of the food, the chef of the restaurant has more than 30 years of experience. Regarding the cooking process for meat, the chef uses strong heat so that it gives aroma from the roasting pan. The restaurant focuses on the selection of ingredients used for cooking, choosing only fresh and large shrimps and squids. For pork and beef, the restaurant has created spcial sauces that give a unique flavor. The restaurant believes that customers will feel that their money is well spent on each dish. We want our customers to feel like they are eating at home.

The location of restaurant is at 345 Parichart village, Bang Khu Wat Subdistrict, Mueang District, Pathum Thani, which is in the area where there are a lot of villagers as well as communities and workplaces. The price of a meal is between 45-140 baht. Regarding the payment method, the customers can pay via mobile banking. The opening time is Tuesday to Saturday, from 8.00am – 3.30pm.

2.5.3 Customer

The customers of restaurant can be divided into 4 groups consisting of office employees, housekeepers, family, and students.

The group of office employees is the largest group of customers because these include both people living in the village and those who work at nearby companies. The age of this group can range from 25-60 years old. Usually, customers working at nearby companies come for the service regularly (2-3 times a week).

Most of the housewives, a family, and students live in the village. The age ranges from 18 to more than 60 years old. Student group often comes to use the service during the holidays. The housewives and family group come to use the service both on the weekdays and holidays. Most of them buy take-away food rather than eat at the restaurant. These customers come to use the service approximately 2 times a week.

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2.5.4 Location

In Parichat Village, there are approximately 1,400 households, with a total population of about 5,600 people. The village is divided into 4 zones, which are zones of detached houses consisting of Zone A, Zone B, Zone C and Townhouse Zone.

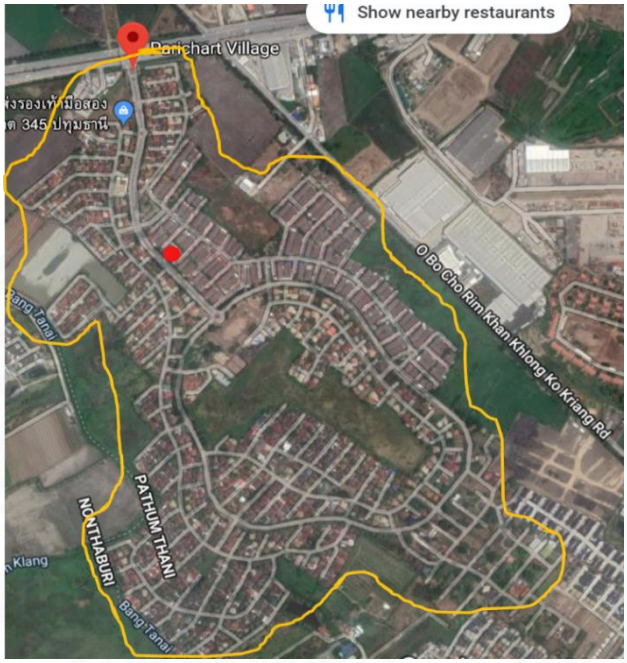

Figure 2.5 Restaurant location

Kua Ban Pa Kae restaurant locates on the main road of Parichart village as shown in Figure 2.5, meaning that people who live in the village can see the restaurant easily.

2.6 Restaurant analysis

The restaurant analysis concerns the marketing mix which consists of Product, Price, Place, and Promotion, business model, SWOT analysis, and Stakeholder.

2.6.1 Marketing mix

2.6.1.1 Product

There is a variety of food types which are mainly local Thai food and fresh seafood, with more than 100 items to choose from. The restaurant selects only quality ingredients for cooking. On every Saturday and Sunday, the

Ref. code: 25626016120146EYG

restaurant has got special meals (mostly curry based) on the menu such as Kanom Jeen, Green Curry, Sour Curry, and Fried Pork Cubes. This special menu is changed every week. The recommended meal options are Shrimp Pad Thai, Seafood Suki-Yaki-Haeng (Stir-fried), Beef Stir-fried and Stir-fried sea bass with celery.

2.6.1.2 Price

The prices of food and beverage in the restaurant are at a moderate level, being able to compete with other restaurants in that area with relatively similar kind of food. The prices of food set by the restaurant are A la carte price, or around 50-80 baht per dish, and 70-120 baht or a sharing side dish.

2.6.1.3 Place

The restaurant locates on the way to the village and is on the main road in the village, meaning that it can be easily noticed by people in the village. There are approximately 7 tables that can service 30 customers. The parking space can be packed up to 5 cars. The restaurant is decorated with a friendly atmosphere to make customers feel like they are eating at home.

2.6.1.4 Promotion

The restaurant provides free drinking water and ice. Customers can also pre-order by phone. Moreover, the cook at the restaurant is well-known in the village, with loyal customers. However, at present, the restaurant does not have promotions in the form of special offers or food discounts for customers.

2.6.2 Problems encountered in business

This part describes about the problem that will happen in restaurant business. The restaurant should create a solution for keeping up with these problems.

Table 2.3 Problems encountered in business

Problem	Effect	Solution
Insufficient number of staffs	Customers are not fully serviced/ orders can be delayed.	- Self-service system is added to reduce the work process of employees, making them perform the service quicker and more accurately.

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Table 2.3 Problems encountered in business (cont.)

Problem	Effect	Solution
Insufficient number of chefs	The customers are waiting for a long time to get their meals served	- There are ready-to-eat food menu and a snack menu, dessert menu, and drinks menu provided for customers to choose what they want to eat while waiting for the main meals to be served. - Hire more chefs
High competition	Customers have more options of restaurants to choose from, so they can turn to consume at other restaurants, resulting in reduced sales.	- Maintain food quality
The recruitment of staffs	Some positions are missing.	- Finding a replacement employee - Prepare more ready-to-eat meals to reduce the process of food preparation (and therefore reducing number of staffs required).
Impairment in the restaurant management	The restaurant's sales did not reach the target.	- Create an income and expense account. - Control the quantity and price of raw materials. - More lists on the menu involve snacks, desserts, and beverages, so the restaurant sales increase.

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Table 2.3 presents the problems that are encountered in the restaurant. Besides, it shows the effects of the problems and the solutions that can solve them.

2.6.3 Stakeholders

There are 4 positions responsible for their own duties in the restaurant. These consist of 1 restaurant manager, 1 chef, 1 housekeeper, and 1 waiter 1 as shown in Figure 2.6.

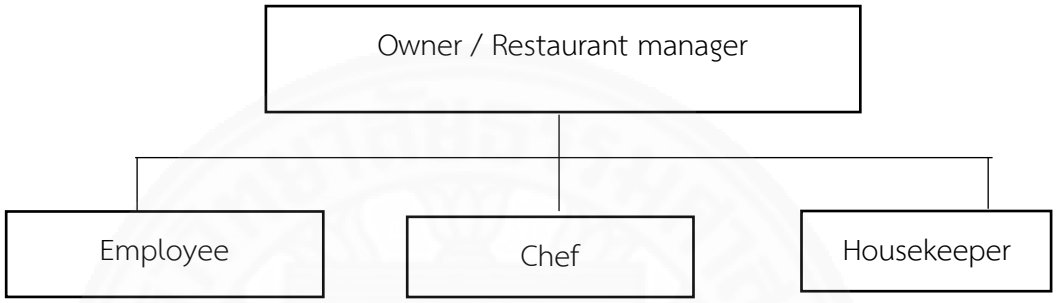

Figure 2.6 Stakeholders

Table 2.4 Responsibilities of each position

Position	Responsibilities
Owner	- Taking care of the restaurant's overall representation - Managing the amount of meat and raw materials purchased
Chef	- Cooking - Taking care of food menu
Housekeeper	- Preparing ingredients for the chef. - Cleaning the restaurant
Waiter	- Receiving customers' orders - Serving meals - Taking care of the tills

Table 2.4 demonstrates the responsibilities and salary of each position (owner, chef, housekeeper and waiter). However, at present, the revenue from the sales is not enough for paying the employees since the restaurant has no profit.

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2.6.4 The operations inside the restaurant

This part presents the service processes of the restaurant that the customer received.

Table 2.5 The operation inside the restaurant

The operation	Responsible	Action
1) Customers come into the restaurant	Employee	Giving them warm welcome
2) Taking the customers' orders	Chef, Employee	Checking the amount of meat and raw materials available in the restaurant
3) Taking care of the customers	Employee	In case a customer wants to order additional foods or drinks
4) Bill	Employee	Calculating food cost
5) Payment	Employee	Counting money received by customers

Table 2.5 shows the operations inside the restaurant, starting when the customers come into the restaurant until then the customers pay for the food and leave the restaurant.

2.6.5 SWOT

SWOT refers to strengths, weaknesses, opportunities, and threats. It is a framework for an evaluation of a competitive position as well as for the development of strategic planning of a company. SWOT analysis evaluates current and future potential and internal and external aspects, analyzing is a tactic for evaluating the business' performance, risk, and competition. It also assesses related areas including a product line, an industry, and other related fields. A SWOT analysis is presented as a square which is divided into 4 parts. In this square, each of the four areas represents one quadrant. This visual presentation gives us a quick overview of the position of a company. Despite the fact that all the points under a specific heading do not have the same level of importance, they all demonstrate significant insights

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into the balance between the advantages and disadvantages as well as between the opportunities and threats, and so on.

'Strenghts' refer to the areas in which the restaurant is good at and the ares that distinguish the restaurant from its rivals. These areas include loyal customer base, a strong brand, a good balance sheet, the proper use of available technology.

'Weaknesses' refer to the areas that deter a business from its best performance. These areas are what the business needs to improve in order to stay competitive in the market. These areas include a frequent turnover, a weak brand, debt, lack of capital, and a problematic supply chain.

'Opportunities' refer to the external factors that are favourable for a business, leading to a competitive advantage for the restaurant.

'Threads' refer to those factors which could damage the restaurant business.

Table 2.6 SWOT analysis

Strength	**Weakness**
- Taste and quality - Various options on the menu - There is a special menu every day - The cook is well-known in the village and has an existing customer base. - The location is at the beginning of the village making it easily accessible to people - A cozy atmosphere	- There is only one chef, so sometimes the customers have to wait for a long time. - There is a small number of employees, meaning the customers do not receive full service. - The opening time is too short.

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Table 2.6 SWOT analysis (cont.)

Opportunity	**Threat**
- System management in the restaurant is effective. - There are something for customers to order while waiting for the main meals, which make the customers satisfied and come back to use the service again. - There are more choices of dessert and snacks on the menu, with drink menu provided. - Delivery service avaible in the village - Creating a social network page to reach more potential customers - Expansion of restaurant branches, with more employees	- Prices an quantity of fresh products and raw materials cannot be controlled. - Other competitors may increase sales, making the restaurant lag behind.

Table 2.6 presents SWOT analysis of Kua Ban Pa Kae restaurant. This consists of internal factors, with the advantages and weaknesses of the restaurant. For external factors, there are opportunities that create restaurant competitive advantage, and threats which are harmful for the restaurant in the future.

2.6.6 Business Model

Business Model Canvas is a tool which describes the overview of the business. It helps to improve marketing strategy to be more effective.

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<table>
<tr>
<td rowspan="2">KEY PARTNERS

- Merchants in market
- Wholesale rice store
- Ice factory
- Gas shop
- Makro</td>
<td>KEY ACTIVITIES
- Cooking for made by order
- Procurement of raw materials
- Service customer</td>
<td rowspan="2">VALUE PROPOSITIONS

- Made by order food, more than 100 menus
- Special menus on weekend
- Taste and quality of food</td>
<td>CUSTOMER RELATONSHIPS

- Taste and quality of food</td>
<td rowspan="2">CUSTOMER SEGMENT

- Early adulthood (pre + direct order)
- Middle adulthood (pre + direct order)
- Old age (pre + direct order)</td>
</tr>
<tr>
<td>KEY RESOURCES
- Raw material
- Restaurant
- Personnel
- Recipe</td>
<td>CHANNELS
- Direct order
- Preorder through mobile phone</td>
</tr>
<tr>
<td colspan="3">COST STRUCTURE
- Raw material
- Wage
- Cost of utilities
- Gas
- Maintenance</td>
<td colspan="2">REVENUE STREAMS

- Food sales</td>
</tr>
</table>

Figure 2.7 Business model

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Figure 2.7 demonstrates the business model of Kua Ban Pa Kae restaurant. It starts with the things that are offered to customers, which concern value propositions. There are more than 100 intems within the made-to-order menu on the weekends. Next is the aspects of the customer-side which consist of customers relationship, customers segment and channel. Customer relationships concern the taste and the quality of food. Customer segments concern the groups of people in early adulthood, middle adulthood and old age. Channels concern the aspects of the direct order and pre-order through phone call. The infrastructure of the restaurant consists of key activities, key resources and key partners. Key activities are the process of food preparation, procurement of raw materials, and customer services. Key resources concern raw materials, restaurant, personnel, and recipe. Key partners are merchants in market, ice factory, gas shop, and Makro. The last area is financial aspects which concern cost and revenue. Cost structure concerns the cost of raw materials, wages, and the cost of utilities, gas, and maintenance. Revenue stream concerns the income from food sales.

2.6.7 Sale analysis

This topic presents the overview of sale analysis of Kua Ban Pa Kae restaurant.

Table 2.7 Sale analysis

Description	Present	Future
Revenue		
The average daily sales	5,000 Baht	6,500 Baht
The average monthly income	130,000 Baht	169,000 Baht
Expense		
The average cost of raw material	65,000 Baht	84,500 Baht
The average labor costs	30,000 Baht	30,000 Baht
The average monthly expense	95,000 Baht	114,500 Baht
Net profit	45,000 Baht	54,500 Baht

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Table 2.7 shows the sale analysis of Kua Ban Pa Kae restaurant which consists of average monthly revenue, expenses, and net profits. At present, the average monthly revenue is approximately 130,000 Baht, the average monthly expense is around 95,000 Baht, and the net profit is around 45,000 Baht per month. Nonetheless, the future plan aims to increase sales by 30 percent, in which the average monthly revenue will be approximately 169,000 Baht, the average monthly expense will be around 114,500 Baht, and net profit will be around 54,500 Baht per month.

2.6.8 Source of income

The current restaurant situation shows that the restaurant's income comes solely from food sales. However, the restaurant has only one cook, resulting in it not being able to increase revenues. Therefore, the future plan should be that every position must be able to generate revenues for the restaurant as shown in Figure 2.8.

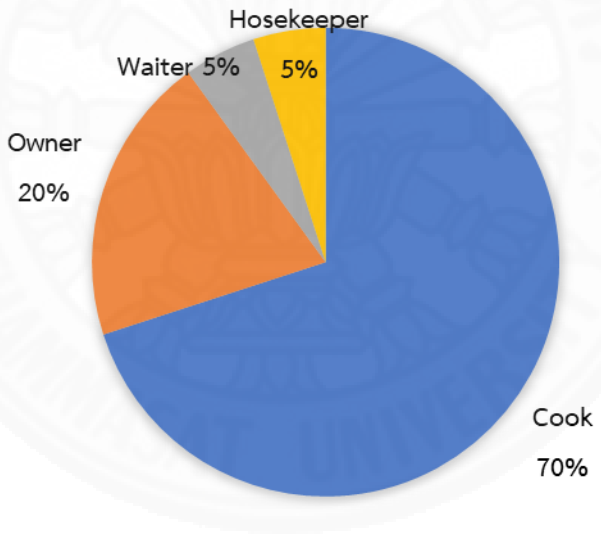

Figure 2.8 Source of income (future)

The cook will contribute to 70 percent of the restaurant’s income. The owner will contribute to 20 percent of the restaurant’s income. The waiter and housekeeper will contribute to 5 percent of the restaurant’s income.

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2.6.9 Goal and plan of business

2.6.9.1 Short-term (within 1 year)

There are more food options for customers to choose from, with quick services that will increase sales by 10-20 percent. The focus is to be on providing good services, with food options provided in the forms of deli, snacks, drinks, and desserts, as well as with a friendly atmosphere for the customers to enjoy. There is also a delivery service within the village, leading to increased customer satisfaction which then leads them to use the service again (loyalty). Also, the restaurant business will establish an efficient management system to be able to effectively manage sales and various expenses.

2.6.9.2 Long-term (1-5 years)

Friendly customer service is provided by every staff who has to smile and greet the customers sincerely. If regular customers visit the restaurant, the staffs must be able to remember their names and their favorite meals. Customer service must be fast and accurate, with quick response to customer needs. There is a follow-up questions regarding the level of satisfaction of customers, such as conducting questionnaires at the end of the service. The staffs should talk with regular customers to get some information that can be used to develop and improve the restaurant further. Moreover, brand loyalty must be created to increase the return rates and create brand awareness for the target customers to consider visiting the restaurant when they want to eat something.

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2.7 Competitor analysis

2.7.1 Term Rak restaurant @Parichart345

Figure 2.9 Term Ruk restaurant

Figure 2.9 presents the atmosphere of Term Rak @ Parichart 345 restaurant. The opening days are Monday to Friday, from 4 pm to 8.30 pm, and on Saturday to Sunday, from 11.00 am to 8.30 pm. The meals are mainly Thai and Western food. There are drinking and dessert menus provided for customers. The price of food is around 60-250 Baht. There are 10 tables that can accommodate up to 40 customers. There is a phone number for ordering and a Facebook fan page for people to follow. The strength of the restaurant is the delivery service within the village, a friendly atmosphere, without-door area. The weakness is that the amount of food is not worth the price.

2.7.2 Kua na nang @Parichart345

Figure 2.10 Kua Na Nang restaurant

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The atmosphere of Kua Na Nang restaurant is shown in Figure 2.10 The restaurant is open every day from 11.00am –to midnight. The food at the restaurant is mostly dipping shabu, Thai food, and appetizers as well as beers and soft drinks. The price of food is around 40-200 Baht. There are 4 tables that can accommodate up to 16 customers. There are phone number for ordering and Facebook fan page for people to follow. The strength of the restaurant is its delivery service within the village, and the availability of an air conditioner. The weaknesses are that this restaurant is not yet widely known. The atmosphere inside the restaurant is not so pleasant, and the small size of the tables means that customers might not be so comfortable when eating there.

2.7.3 J'Kieng Restaurant @Parichart345

Figure 2.11 J' Kieng restaurant

The atmosphere of J'Kieng Restaurant is shown in Figure 2.11 The restaurant is open every day from 6.30am – 2.00pm (closed every Thursday). The main meals at the restaurant are noodles and rice with roasted pork. There are drinking menus, iced black tea, and soft drinks served for customers. The price of a meal is about 40-50 Baht. There are around 14 tables that can accommodate up to 56 customers. The restaurant has its Facebook fan page that is shown on Wongnai website. The strengths are that the restaurant is well known in Paricahart village, and the food is cheap, and the taste is nice. The weaknesses are that this restaurant has no delivery service, and the atmosphere is not quite nice since the room is not air-conditioned.

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2.7.4 Aoi Restaurant

The restaurant is open every day from 6.00am-10.00am. The restaurant sells mainly Thai food; side dishes, rice and curry as well as Thai desserts. The price of food is around 40-50 baht. It has a Facebook group for updating menus every day, and the customers can place orders through the group directly. The strength is that the price is affordable, and the food options are varied. The weakness is that the restaurant does not have a delivery service or any seating for customers.

2.7.5 Southern Curry with Rice restaurant

The restaurant is open every day from 7.00am-3.00pm. The restaurant sells mainly southern curry. The price is between 25-40 Baht. There are approximately 3 tables that can accommodate 10-12 customers. The strength is that people can save time and get affordable food, with free chili paste. The weakness is that the restaurant does not have a delivery service.

2.7.6 J' nee Restaurant

The restaurant is open every day from 8.00am-5.00pm. The restaurant sells mainly Thai food (a la cart menus). The price is between 30-60 Baht. The strength is that there is a delivery service and the price is affordable. The weakness is that the restaurant does not have storefront and is not well known in the village (the restaurant is in the alleyway).

2.7.7 Bee chicken with rice

The restaurant is open every day from 7.00am – 3.00pm. The restaurant sells mainly chicken with rice and pork leg with rice. There are soft drinks served to customers. The price of food is around 40-50 Baht. There are approximately 6 tables that can accommodate up to 24 customers. The strength is that the food is affordable. The weakness is that the atmosphere is quite uncomfortable and hot, and that the restaurant does not have a delivery service.

In conclusion, there are 7 restaurants used for competitors analysis, with different type of food and service. Some restaurants are well-known for villagers and officers who work near the village because they have been in business for a long time thus, they have a customer base. By the way, other restaurants including Kua Ban Pa Kae restaurant, are new in business, hence they need to provide good products and

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services to attract customers and also gain competitive advantage. The conclusion of competitors analysis table is presented the comparing of restaurant service, shown below.

Table 2.8 Competitors analysis

	Term Rak	Krua Na Nang	J'Kieng	Aoi	Southern Curry Rice	J' nee	Bee
Dessert	/	-	/	/	-	-	-
Snack	/	/	-	-	-	-	-
Drink	/	/	/	-	-	-	/
Delivery	/	/	-	-	/	/	-
Social Network	/	/	/	/	-	-	-

Table 2.8 presents about competitor's analysis of Kua Ban Pa Kae restaurant. The table shows that other restaurants get more advantages than Kua Ban Pa Kae restaurant. Because they have more alternative channel for customers which make customers satisfied such as appetizers or snacks, dessert, and drinking menus, delivery service which make customers feel the convenience and social which make the restaurant well known for people outside the village.

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CHAPTER 3
RESEARCH METHODOLOGY

This chapter demonstrates the investigation of the Kua Ban Pa Kae restaurant to understand the circumstances that lead to the satisfaction of the customers who use the restaurant's service. The participants are 30 customers who regularly use the service (more than 3 times per week). The research is a qualitative research, using in-depth interview method, and the open-ended questions. Besides, the Business Model Canvas is used for analyzing and demonstrating the overall picture of the restaurant.

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3.1 Research framework

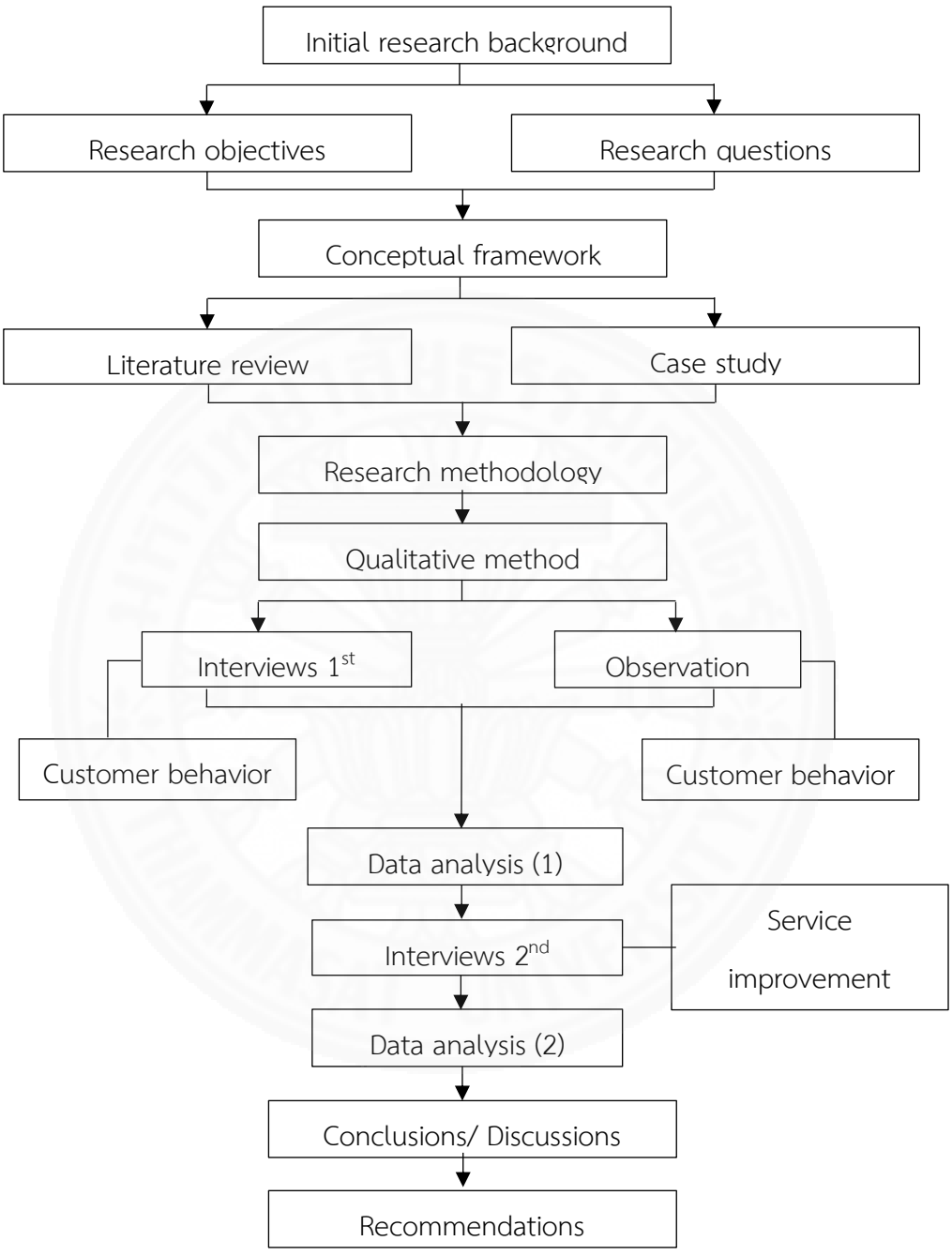

Figure 3.1 Research design

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Figure 3.1 presents the overall process of the research that starts from giving a research background, to the framework of the research questions and research objective, and the creation of a conceptual framework. Related research and previous case studies have been investigated and summarized in the literature review. The research is a qualitative research using in-depth interview method and observation method. The first process is the in-depth interview and observation as to collect customer behavior data. The interview then was conducted again for the second time to obtain data about service improvement. The last stages consist of attempts to give a conclusions and discussions the results of the study, and recommend some areas for future research.

3.2 Qualitative method

3.2.1 Population and sample

According to the research, those participated in this investigation were the consumers who visited the Kua Ban Pa Kae restaurant (case study). The appropriate sample size is depended on the number of customers, the objectives of the research, and the type of methodology. In this research, The target audience is customers who regularly use the service (more than 3 times per week) by using an in-depth interview of 30 customers combined with observation.

The researcher divided this sample group into 3 parts which are

1) Early adulthood (aged 18-40 years)	15 people
2) Middle adulthood (aged 41-60 years)	10 people
3) Elderly (over 60 years old)	5 people

3.3 Types of research

The research processes include the process of data preparation, data collection, data analysis, interpretation, and conclusion.

'Primary research' is obtained from in-depth interviews and observation of 30 customers who visited Kua Ban Pa Kae Restaurant.

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‘**Secondary research**’ is collected from credible sources such as official documents, journals, and academic publications, both off-line and online.

3.4 Research tools

3.4.1 Open-end question

This research is a qualitative research using in-depth interviews (semi-structured interviews). The interviews have some guidelines, using the Open-Ended Question as a tool for data collection in this investigation. This enables the interviewees to be able to answer the questions freely. There is no boundary to the responses which can be expanded in various perspectives, with the potential of the responses exceeding the expectations of the researcher. The questions in this research are from the study of concepts, data collection, previous literature, and the review of related studies presented in chapter 2. The structure of the questions can be divided into 3 parts as follow. In Part 1, there are questions about demographic characteristics. In Part 2, the questions are about the restaurant’s service (case study of Krua Ban Pa Kae Restaurant). In Part 3, there are questions about marketing factors affecting the satisfaction of customers toward the restaurant (case study: Krua Ban Pa Kae Restaurant).

3.4.2 Business Model

Business Model Canvas is a tool used to describe an overview of a business or service. The various details appeared in this model will help analyze data, and help in the process of the evaluation of concepts, leading to the improvements in service forms, which are to be more effective. The business plan creation tool consists of 9 keys.

‘Key Partners’ are those groups that play an important role in the service model. These include the companies that we hire to produce products, or the suppliers who send raw materials to us.

‘Key Activities’ are main activities that help drive the concept and service model. These include the activities of postal workers and the purchase of parcel boxes from manufacturers.

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‘Key Resources’ are important to the form of service. These are not only the raw materials, but also the capital, land, human resources, intellectual property, equipment, and related machineries.

‘Value Propositions’ are the "value" of the services offered, being considered as an element that is extremely important in creating a business plan particularly for new businesses. The aspects within value propositions include high efficiency, conveniency, the easiness to access, reasonable price, and suitability for the target group.

‘Customer Relationships’ concern the relationship between the service businesses and the customers. If the customers feel satisfied with the provided service, this will lead to words of mouth being spreaded, leading to more future sales.

‘Channels’ are ways to communicate with customers that are not does through "storefront". These include channels for presenting information and promotions so that customers decide to use the services. The interactions between consumers and service providers can be divided into 5 phases as follows. First is awareness, or how customers know of our services. Second is evaluation, or how customers see values in the services. Third is purchase, or how can customers purchase the services. Forth is delivery, or how customers receive the services. The last is after-sales, or how the customers receive after-sales services.

‘Customer Segments’ are defined the target consumer groups for a service. In some cases, people who buy services may not be the consumers themselves, such as parents who buy mobile phones for their children. Therefore, in-depth studies should be done on how diverse the target audiences are or how they relate to each other, in order to be able to achieve the most appropriate "value" and "service model”.

‘Cost structure’ are many types of costs involved in service businesses, such as business-driven costs, staff salaries, fuel costs, and office equipment.

‘Revenue Streams’ are essential to establishing strategies and creating appropriate value for the service. Because it will enable management to decide whether to add, cut, or improve service models.

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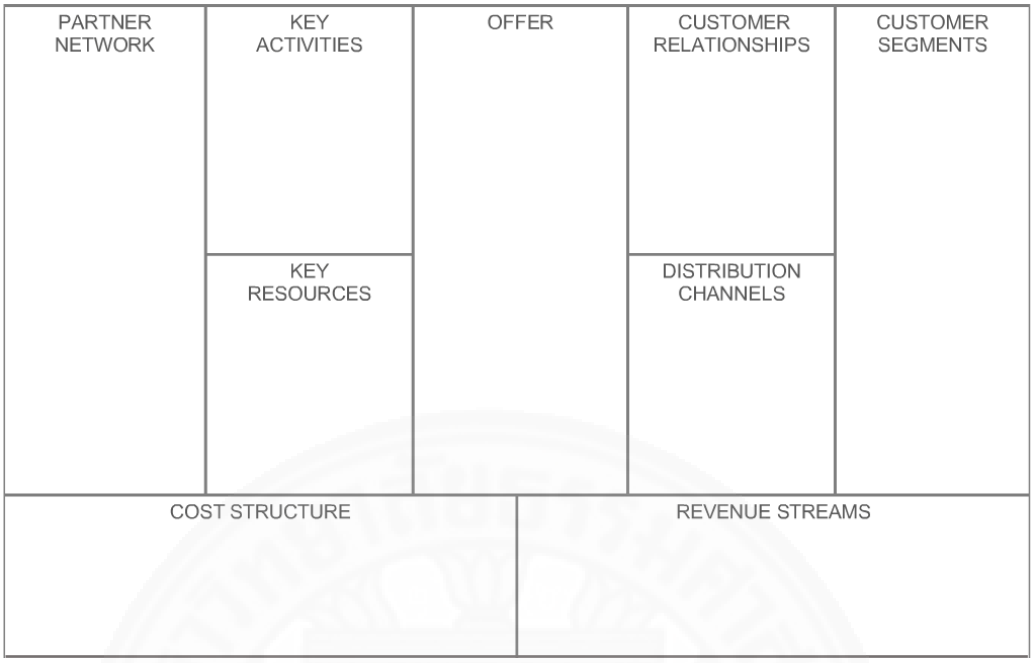

Figure 3.2 Business model canvas

Figure 3.2 presents an example of Business Model Canvas. The right side of the BMC focuses on the customer (external), while, the left side of the canvas focuses on the business (internal). Both external and internal factors meet around the value proposition, which is the exchange of value between business and customer.

3.5 Data measurement

The researcher uses the triangulation method to examine the reliability of the data after the data has been collected. The data is reviewed before the process of data analysis, the method used in a lot of qualitative research. The process of data triangulation can be divided as follows.

1) Data Triangulation is a proof that the data obtained by the researcher is correct or not. This focuses on the checking of the information obtained from various sources whether they are the same or not. If all the sources have the findings that are similar, then the data received is correct.

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2) Investigator triangulation means the use of many researchers or data collectors in the studies to obtain identical or different findings. If every researcher or data collector finds that the findings obtained are the same, then the data received is correct.

3) Method triangulation means the comparison of data obtained from many different data collection methods, and then consider whether the information is consistent or not, by comparing data collected from quantitative methods and qualitative methods to see the characteristics and consistency of the data.

4) Theory triangulation means using different theories. This is considered the same as data interpretation. The essential purpose is to use the theoretical examination method to facilitate the interpretation of the findings.

3.6 Data collection

Data was collected from in-depth interviews between the interviewer and the interviewee. The interviewees are those who use the services of Kua Ban Pa Kae restaurant at least 3 times per week. Initially, the interviewees will be invited to participate in the study. The researcher will describe the objectives of the study and the short details of the interview.

After receiving the consent, the interviewer makes an appointment with the interviewee. The questions were divided into different parts that ceoncern various issues to cover the topics that have been reviewed in this study. During the interview, the interviewer will interact with the participants will interact in a friendly manner, so the interviewee can freely express opinions. In addition to interesting issues obtained, detailed information that can be beneficial for interpretation and analysis. The questions can be added or modified depending on circumstances, taking in to account behavior, attitudes, opinions, and suggestions of the interviewee. During the interview, the interviewer will take notes on some important issues. It takes approximately 10-15 minutes for one interview session, depending on the cooperation of the interviewee.

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3.7 Data analysis

Data from research papers will be utilized, with the dat from the interviews being analyzed following the process of qualitative research which is to analyze the major themes and then outstanding issues are separated into sub-themes which are then analyzed comprehensively together with minor issues are also analyzed, all of which lead to the comprehensive conclusion.

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CHAPTER 4
RESULTS AND DISCUSSIONS

The previous chapter mentions the methodology of the research, how the data were collected by in-depth interviews and observation, as well as the research tool that is open-ended questions and Business Model Canvas. The methodology was used to reach the results in this chapter. Chapter 4 presents the results of the research which consist of the demographic information, behaviors, and marketing mix factors of participants.

4.1 Participant information

The 30 participants who regularly use the service (more than 3 times per week) attended the interview. The interview form question was divided into 3 parts which are demographic questions, behavior questions, and marketing mix questions. This section presents the demographic factors of participants consisting of gender, occupation and income, and the consumer behavior consisting of time of the use of restaurant service and the average cost per time. The data was presented through descriptive statistics such as pie charts and tables of frequencies.

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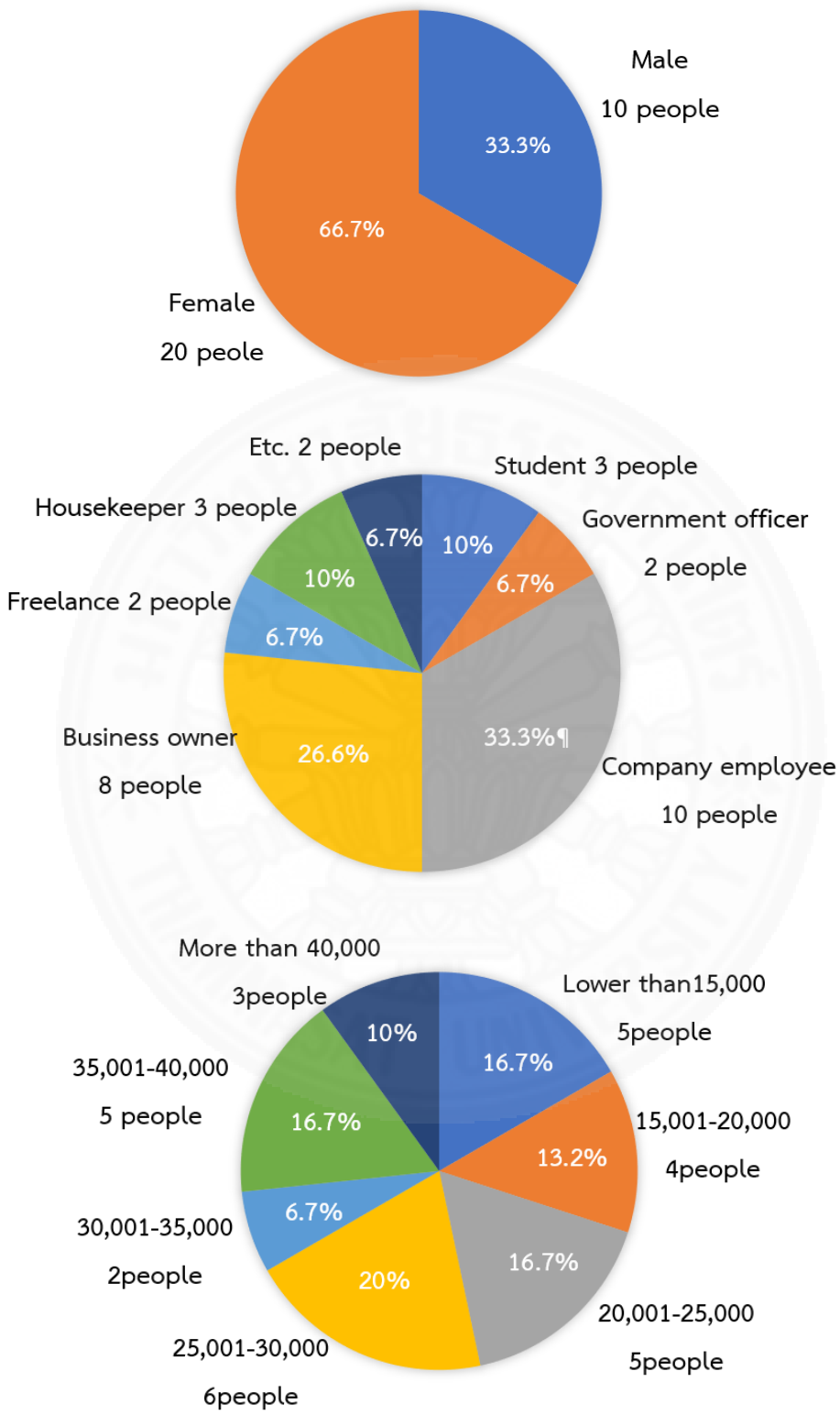

Figure 4.1 Participants information

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Table 4.1 Demographic information

Description	Early adulthood (15 people) (aged 18-40 years)	Middle adulthood (10 people) (aged 41-60 years)	Old age (5 people) (over 60 years old)	**Total**
1) Gender				
- Female	10	7	3	20
- Male	5	3	2	10
2) Occupation				
- Student	3	-	-	3
- Government officer	1	1	-	2
- Company employee	7	3	-	10
- Business owner	2	5	1	8
- Freelance	2	-	-	2
- Housekeeper	-	1	2	3
- Etc.	-	-	2	2
3) Income				
- Lower than 15,000 baht	2	1	2	5
- 15,001-20,000 baht	3	-	1	4
- 20,001-25,000 baht	4	-	1	5
- 25,001-30,000 baht	5	1	-	6
- 30,001-35,000 baht	1	1	-	2
- 35,001-40,000 baht	-	5	-	5
- More than 40,000 baht	-	2	1	3

There are 3 groups of participants consisting of early adulthood ages 18-40, middle adulthood ages 41-60, and old age over 60 years old. Table 4.1 presents the participants' demographic information. Regarding gender, most of participants are female. Figure 4.1 shows that there are 20 females and 10 males. Concerning

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occupation, most of participants are company employees. Figure 4.1 shows that there are 10 company employees, 8 business owners, 3 students,3 housekeepers, 2 government officers, 2 freelancers, and 2 people with other occupations. Concerning monthly income, most of participants have income between 25,001-30,000 Baht. Figure 4.1 shows that 6 participants have income between 25,001-30,000 Baht, 5 participants have income lower than 15,000 Baht, 20,001-25,000 Baht and 35,001-40,000 Baht, 4 participants have income between 15,001-20,000 Baht, 3 participants have income more than 40,000 Baht, and 2 participants have incomes between 30,000-35,000 baht.

Table 4.2 Time of the use of restaurant service

Group of Participants	Time							
	Weekday				Weekend			
	1	2	3	4	1	2	3	4
Early adulthood (15 people) (aged 18-40 years)	3	2	9	1	2	6	7	-
Middle adulthood (10 people) (aged 41-60 years)	6	-	4	-	2	3	5	-
Old age (5 people) (over 60 years old)	2	-	3	-	2	1	2	-
Total	11	2	16	1	6	10	14	-

Note. 1 means 8.30-10.00, 2 means 10.01-12.00, 3 means 12.01-14.00, 4 means 14.01-15.30

Table 4.2 presents the range of time that the participants usually use the restaurant's service. The table shows that on weekdays, there are 16 participants who come to the restaurant between 12.01-14.00. 11 participants come to the restaurant between 8.00-10.00, 2 participants come to the restaurant between 10.01-12.00, and 1 participant comes to the restaurant between 14.01-15.30. On weekends, there are 14 participants who come to the restaurant between 12.01-14.00. 10

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participants come to the restaurant between 10.01-12.00, and 6 participants come to the restaurant between 8.00-10.00.

Table 4.3 The average cost per time

Group of Participants			Early adulthood (15 people) (aged 18-40 years)	Middle adulthood (10 people) (aged 41-60 years)	Old age (5 people) (over60 years old)	**Total**
Cost per time	Weekday	50-100 baht	10	3	3	16
		101-150 baht	5	5	2	12
		151-200 baht	-	2	-	2
		201-250 baht	-	-	-	-
		251-300 baht	-	-	-	-
		More than 300 baht	-	-	-	-
	Weekend	50-100 baht	3	-	1	4
		101-150 baht	6	2	3	11
		151-200 baht	1	2	-	3
		201-250 baht	3	4	1	8
		251-300 baht	-	-	-	-
		More than 300 baht	2	2	-	4

Table 4.3 presents the average cost that participants spent each time. The table shows that on weekdays, 16 participants spent between 50-100 Baht. 12 participants spent 101-150 Baht. 2 participants spent 151-200 Baht per time. On weekends, 11 participants spent 101-150 Baht. 8 participants spent 201-250 Baht. 4 participants spent 50-100 baht. 4 participants more than 300 baht. 3 participants spent 151-200 Baht per time.

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In conclusion, participants who are students usually come to the restaurant during the holidays. They have an average income of less than 10,000 Baht per month. These participants have different lifestyles. Two students usually eat the same type of food with the average cost 50-100 Baht per meal. Another student usually calls to order food and pick up the food at the restaurant to eat with her friends. She likes to try new options on the menu, asking the restaurant about the special menu every time. She spent about 150-200 Baht per meal.

Participants who are in early adulthood have different occupations. Most of them are company employees. The participants are divided into two groups. The first group is company employees who work at a company near the village (6 people), with an average monthly income of 25,000-30,000 baht. Since they have limit time for lunch, they usually call to order food in advance, and come to the restaurant to eat with friends at lunch time. They spent about 50-100 baht per person per meal. Most of them change ordering options regularly. The second group is the participants who live in Parichart village, with an average income of 25,000-30,000 Baht. They have different careers, including government officials, company employees, private business owners, or freelancers. Most of them are company employees. They usually come to the restaurant on weekdays before going to work between 8.00 - 10.30 and 12.00-14.00. Some will come to eat with the family on a holiday. The average cost is 100-150 Baht per person per meal. In addition, there are 3 participants who always call to order.

Participants who are in middle adulthood have different occupations including government employees, private employees, business owners, and housewives. For government employees and private employees (4 people), their average income is 35,000-40,000 Baht. They usually come to restaurant between 8.00-10.00 before going to work, and 12.00-14.00. On weekends, they will come to dine with their family members (1 people will call to order). The average cost per person per meal on weekdays is 100-150 Baht and 200-250 Baht on weekends. For business owners (5 people), their average income is over 40,000 Baht. They usually come to the restaurant between 8.00-10.00 and 12.00-14.00 on weekdays, and on weekends they will come late between 10.00-12.00. The average cost per person per meal on

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weekdays is 100-150 Baht and on weekends is 250-300 Baht. The average income of housewifes is 10,000-15,000 Baht. They come to the restaurant, both on holidays and on weekdays between 12.00-14.00. The average cost per person per meal is 50-100 Baht.

Participants who are elderly normally spend their whole day at home. Their average monthly income is 10,000-15,000 Baht. On weekdays, they come to the restaurant between 8.00-10.00 and 12.00-14.00, and on weekends, they will buy food for their children, with the average cost per person per meal of 100-150 Baht.

4.1.1 Reasons for using the service of Kua Ban Pa-Kae restaurant

This topic focuses on the reasons to choose the service of Kua Ban Pa Kae restaurant. There are five reasons that the participants mainly mentioned consisting of taste, quality of material, cleanliness and food hygiene, cook skill, and variety of menu.

Table 4.4 Reasons for using the service of Kua Ban Pa Kae restaurant

Group of Participants	Reason for using service Kua Ban Pa-Kae Restaurant				
	Taste	Quality of raw material	Cleanliness	Confident in cook skill	variety of menu
Early adulthood (15 people) (aged 18-40 years)	9	4	-	1	1
Middle adulthood (10 people) (aged 41-60 years)	5	2	2	1	-
Old age (5 people) (over 60 years old)	2	1	1	1	-
Total	16	7	3	3	1

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Table 4.4 presents the reasons for using service Kua Ban Pa-Kae restaurant, which are different according to personal reasons. The table shows that the taste of food is the most important reason that the participants choose to visit the restaurant (16 people). This is followed by the quality of raw materials which is the second most important reason for using the restaurant's service (7 people). Cleanliness and food hygiene an cooking skills of the chef are the third fourth most important reasons that the participants choose to use the service (3 people). And the least important reason is the variety of food options on the menu (1 people).

4.2 The marketing result

4.2.1 Product

According to the interview results, it is found that, among all product marketing mix factors, the quality and taste of food (30 people) is the most Important. The participants were satisfied and chose to dine at Kua Ban Pa-Kae Restaurant due to the taste and quality of the food. Every time they use the service, they expect consistent and good taste and quality. The results from the interviews show that there are 10 people who regularly choose the same option to eat each time, and 20 people who change the option regularly. Some participants have commented that the restaurant's meals have to much oil in them (7 people).

The survey was conducted to customer behavior and noticed that, while customers were waiting for food or after eating at the restaurant, most customers will walk to buy extra drinks or desserts on a regular basis. Therefore, the participants were advised on adding a snack options while waiting for the meal, with special menu that has ready-to-eat food for customers who have limited time. Dessert and drinking menus can provided some alternatives to customers.

"The restaurant should have a ready-to-eat menu for customers as an alternative for those who have limited time at the restaurant."

"If the restaurant has a ready-to-eat menu every day, it will reduce the waiting time."

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"I would like a dessert and drinking menu to be added because after I eat at the restaurant, I have to get drinks and snacks from Seven-eleven."

"The restaurant should sell alternative drinks such as O'lieng, iced black tea, lemon tea to customers."

"They should have cold drinks or desserts on the menu because it is hot during the daytime. This seems to be a good idea."

There are some opinions given after the participants were asked to comment about the idea of adding some alternative options on the menu. Most of participants agreed.

Table 4.5 The participants' opinions on product (marketing mix factor)

Group of Participants	Product			
	Taste and quality	Ready to eat food	Appetizer or snack	Drinking and dessert menus
Early adulthood (15 people) (aged 18-40 years)	15	11	8	10
Middle adulthood (10 people) (aged 41-60 years)	10	10	6	7
Old age (5 people) (over 60 years old)	5	2	3	4
Total	30	23	17	21

Table 4.5 shows that most participants agree with the idea of adding ready-to-eat food menu (23 people), more appetizers or snacks (17 people), and more drinks and desserts (21 people).

4.2.2 Price

Regarding the price, there are restaurants where in the village with difference price. The customers can decide which restaurant they willing to pay. For

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the food price of Kua Ban Pa Kae restaurant is more expensive than others. However, the customers still use the restaurant service because of the food and service that they have been received worth for their money.

Table 4.6 The participants' opinions on price (marketing mix factor)

Group of Participants	Price	
	Worth for the quality and quantity.	Expensive than other restaurants
Early adulthood (15 people) (aged 18-40 years)	12	3
Middle adulthood (10 people) (aged 41-60 years)	8	2
Old age (5 people) (over 60 years old)	2	3
Total	22	8

Table 4.6 shows that most customers (22 people) think that the food and service is worth the price because the restaurant has delicious food, with good raw materials used, and the portion is bigger than in other restaurants. However, some of them (8 people) said that it's more expensive than other restaurants in Parichart village, and that they had to choose meal options with the price that does not exceed their budget.

4.2.3 Place

From the interviews, the participants who live in Parichart village think that the location of the restaurant is good (24 people). However, participants who do not live in Parichart village think that the location is not good because the restaurant is not on the main road and cannot be seen easily (6 people), as shown in Table 4.7. In addition, 30 people think that the parking space is spacious enough for customers. Some participants mentioned about how social media should be used to promote the restaurant to people outside the village (5 people).

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Table 4.7 The participants' opinion on place (1) (marketing mix factor)

Group of Participants	Place	
	location	Parking
Sampling who live in Parichart village (24 peoples)	Good location	Good
Sampling who do not live in Parichart village (6 peoples)	Bad location	Good

The researcher has divided the process of the customer's use of service at Kua Ban Pa Kae restaurant into 3 parts which are Purchase channel, Payment channel and Receiving channel.

4.2.3.1 Purchase channel

At present, the restaurant has different purchase channels which are by directly ordering at the restaurant, or by preordering via phone call. Some participants regularly call to order because they are afraid that they will have to wait for food for a long time.

"The restaurant should plan the service time appropriately, and should prioritize the customers who wait in front of the restaurant, not the customers who call to order."

"Normally, I will call to order about half an hour in advance so that I don't have to wait for a long time."

There are some participants who revealed that there is the problem of them not being able to order in rush time. This leads to many customers calling to preorder. Table 4.8 presents the participants' behavior. It shows that 16 participants call to order food regularly, and 14 participants choose to order food at the restaurant.

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Table 4.8 The participants opinion on place (2) (marketing mix factor)

Group of Participants	Place	
	Call to order	Order food at restaurant
Early adulthood (15 people) (aged 18-40 years)	9	6
Middle adulthood (10 people) (aged 41-60 years)	6	4
Old age (5 people) (over 60 years old)	1	4
Total	16	14

The participants were inquired about the contact and distribution channels. Most of participants agreed that the restaurant should add the contact channel via LINE (25 people), where customers can order food directly conveniently. Moreover, the restaurant can notify about the information of the restaurant to the customers via LINE directly.

4.2.3.2 Payment channel

For the payment channel, currently, the restaurant only receives cash only. From the observation, there are 5 people who forgot their wallets, therefore not having enough cash to pay. They needed to go to withdraw money from ATM booths, making it so inconvenient. Moreover, the competitors have alternative payment channels for customers, including the payment via mobile banking and QR code. Therefore, the restaurant should focus on adding these payment methods to compete with competitors.

4.2.3.3 Receiving channel

Delivery channel should be added. The researchers observed this problem from the survey. Some customers had to ride their bicycles to buy from the restaurant. Hot weather during the day make it so inconvenient to go outside. Therefore, this can be solved by adding food delivery services within the Parichart

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village. When the researcher asked participants about this idea of adding delivery service, most of them agreed with such idea (22 people).

4.2.4 Promotion

From the interviews, it is found that, currently, the restaurant has created any promotion to boost sales yet. Therefore, the participants were inquired about what kind of promotions can make them want to come to use the service at Kua Ban Pa Kae restaurant.

Table 4.9 The participants' opinions on promotion (marketing mix factor)

Group of Participants	Promotions		
	Promote via social media.	Loyalty card for discount	Complementary
Early adulthood (15 people) (aged 18-40 years)	9	5	1
Middle adulthood (10 people) (aged 41-60 years)	2	6	2
Old age (5 people) (over 60 years old)	-	1	4
Total	11	12	7

Table 4.9 presents the results of the types of promotions that will make participants satisfied. The loyalty card is the most important factor (12 people). This is followed by the publication via social media (11 people), and the provision of free dessert during festive seasons (7 people).

4.2.5 People

From the interviews, it is found that most of participants do not consider this aspect of people much, because the restaurant has few employees and that the customers have to do self-service. Most of the participants were satisfied with the service of the employees, since the staffs are friendly and polite (21 people), and the staffs can answer questions and recommend various meal options on the menu

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(9 people). However, some participants mentioned that the restaurant has only one cook, causing much delay in services (7 people).

4.2.6 Physical evidence

For the environment of the restaurant, the restaurant owner determines to design like customers sitting at home with friendly atmosphere, comfortable seats. In the front of the restaurant, it is decorated with waterfalls and small gardens, making the restaurant not too hot during the day since it is covered under the shade. There are roofs throughout the restaurant where customers can sit and eat even when it rains.

Table 4.10 The participants' opinions on physical evidence (marketing mix factor)

Group of Participants	Physical evidence			
	Friendly atmosphere	Clean container	Cleanliness	Table not enough
Early adulthood (15 people) (aged 18-40 years)	12	-	3	2
Middle adulthood (10 people) (aged 41-60 years)	7	-	3	2
Old age (5 people) (over60 years)	3	1	1	-
Total	22	1	7	4

Table 4.10 presents the participants opinion on Physical evidence. Most of participants thought that the restaurant is comfortable and with friendly atmosphere (22 people). 7 people thought that it is clean, and 1 thought the container is clean. Nevertheless, sometimes when there are many customers, there is not enough space for them in the restaurant, making them choose to eat at other restaurants instead (4 people).

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4.2.7 Process

From the interviews, it is found that the main problem of the restaurant is the long waiting time, causing customers to be bored and may choose to eat at other restaurants in the end.

“Sometimes, there are too many customers, I have to wait for more than half an hour for my meal.”

“If I forget to call to order and there are too many customers, I will go to eat at another restaurant instead.”

“I pre-order every time and then come to the restaurant later to eat.”

There are some participants who mentioned about the long waiting time. The thing that participants want together with the quality and good flavor of food is the quick service (24 people). Since the restaurant has only one cook, during the daytime or when there are too many customers, they have to wait longer than usual. By the way, some participants mentioned that checking and the following-up of the orders is important (8 people).

To summarize, a marketing mix is a series of actions which the restaurant can utilize in order to help promote the business and to sell a product or service that they offer. In any business of similar type, it is crucial to apply a marketing mix strategy together with the key marketing components as to accomplish the desired outcome.

By using all the 7Ps of the marketing mix, the success of the restaurant business can be ensured. The 7Ps also influence the position of the restaurant within the market as well as the targets and segmentation decisions. Therefore, it is very important to understand the benefits of each 7Ps and apply them to the business accordingly.

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Table 4.11 Summary of the marketing mix (7P's)

Marketing mixed	Factors that affect customers' satisfaction	
	Participants' satisfaction	Problems
1) Product**	- **Taste and quality of food (30 people)**	- Too oily food (8 people).
2) Process**	**- Quick service in the restaurant (24 people)** - Following-up of the orders (8 people).	**- Waiting too long for food (24 people)**
3) Place*	- Convenience in ordering food (25 people) and food receiving channel (22 people). - Easiness to visit (24 people)	- Restaurant not so visible to visitors (6 people)
4) Price	- Worth the price for the quality and quantity (22 people)	- More expensive than other restaurants (8 people)
5) People	- Friendliness and politeness (21 people). - Being able to answer questions and recommend meals on the menu (9 people).	- Not enough employees
6) Physical aspect	- Friendly atmosphere (22 people). - Cleanliness (7 people) - Clean container (1 people)	- Not enough tables when there are many customers (4 people)
7) Promotion	- Loyalty card for discounts (12 people) - Promoting via social media (Like & share the page to get food discounts) (11 people). - Free dessert during the festival seasons (7 people)	

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Table 4.11 presents the summary of the marketing mix factors by chronologically listing factors that affect the participants' satisfaction from the ones that affect the satisfaction the most to the least impactful ones. First is product marketing mix factor, with the taste and quality of food as the most important factor that makes participants satisfied. The problem of product factor that the participants mentioned is that the food is too oily. Second is process marketing mix factor, with quick food service as the second most important aspect that makes the participants satisfied. The problem of process factor is the long waiting time which is the main problem of the restaurant because the restaurant has only one cook and only a la cart menu for customers, resulting in customers having to wait for a long-time when the restaurant is busy. Third is Place marketing mix factor, with the convenience in ordering food and receiving channel as the somewhat important factors that make the participants satisfied. Fourth is Price marketing mix factor, with the participants thinking that for the quality and quantity of the meals are worth the price. The problem concerning the price of food is that some think some meals are too expensive. The fifth one is people marketing mix factor, with the friendliness and politeness of the employees as the factor which make the participants satisfied. The problem is that there are not enough employees and the customers have to service themselves. The sixth factor is physical aspect of the restaurant with friendly atmosphere. The problem is that there are not enough tables when the restaurant is busy. The last one is promotion marketing mix factor, with the loyalty card for discounts as the factors which make the participants satisfied.

4.3 Discussions

The most important factor that affects the participant satisfaction is the taste and quality followed by the fastness of service and the convenience in ordering food and receiving channel factors respectively. Currently, the restaurant has consistently focused on the taste and quality of the food. However, if the restaurant only focuses on this factor, this may not be enough as a business plan. This is because other competitors are also focusing on taste and quality, so there is nothing that puts

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the restaurant above its competitors. To develop a business plan and to add value to the restaurant, the restaurant must concern about other factors and problems that affect the participants' satisfaction. The quick service is the second most important aspect for the participants, and the main problem of the restaurant is long waiting time. Therefore, the restaurant should seriously solve this issue. Furthermore, the convenience in ordering food and receiving food is another important factor that affects participants' satisfaction. From the competitor analysis, some restaurants have delivery service and more contact channels that make customers feel more convenient. Thus, the restaurant should have additional channels in order to make customers satisfied and feel more comfortable in using the service. In addition, the restaurant should revise the business plan to add value to the restaurant and get a more competitive advantage. Moreover, the solution to all factors will increase customer satisfaction and increase restaurant sales.

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CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

The objectives of this research are 1) to study the factors that affect the satisfaction of Kua Ban Pa Kae restaurant, 2) to analyze and assess the potentials of the restaurant, and 3) to design marketing strategies to add value to the restaurant. The interview tools consist of the questions that are used in the interviews. The questions are divided into 3 parts as follows. Part 1 is the questions about personal factors. Part 2 is the questions about the consumers' behavior at Kua Ban Pa Kae restaurant. Part 3 is the questions about marketing factors that affect the use of service and customer satisfaction of Kua Ban Pa Kae restaurant.

5.1 Conclusions

In the study of Kua Ban Pa Kae restaurant, the qualitative research was conducted by using in-depth interviews and observation with 30 participants who use the service of the restaurant more than 3 times per week. The data were collected to asses which marketing factors consisting of Product, Price, Place, Promotion, People, Physical evidence, and Process affected the customer satisfaction. The duration of the research is from December 2019 to April 2020 (5 months in total).

For the conclusion is divided into 3 parts following the objectives which are 1) to investigate factors that affect the consumer satisfaction in restaurants, 2) to analyze and assess the potential of the restaurant, and 3) to design marketing strategies in order to increase value to the restaurant.

5.1.1 Factors affected the consumer satisfaction in restaurants.

5.1.1.1 Behavior factors

From the results of the interview, it is found that the consumers' service using behavior at the restaurant at Kua Ban Pa Kae restaurant varies according to occupation, age and salary. The time of their use of the service depends

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on the occupation of the participants which mostly use in lunch time. Concerning the type of food ordered, during the weekdays, most of the participants choose to eat one-dish meal, with the average cost of 50-100 Baht per meal. On the weekends, most participants choose the main-course, with the average cost of 101-150 Baht per meal.

5.1.1.2 Marketing mix factors (7P's)

'**Products**' is the important factor that the participants were satisfied and chose to dine at Kua Ban Pa Kae restaurant. The participants prioritized the taste and quality of the food and they expect the restaurant to consistently provide such good service. Besides, the restaurant should add special menus with ready-to-eat food as an alternative option for consumers who in rush time because from the research the office is the most target group of the restaurant that they have limit time during the daytime for lunch. Moreover, from the survey research, most customers walk to buy extra drinks or desserts on a regular basis during waiting time thus, the restaurant should focus on alternative menus for customers such as adding some appetizer menus, and dessert and drinks menus.

'Price' factor presents that most of participants said that the food prices at the restaurant are higher than in other restaurants in the village, but they still chose to use the service because of the taste, quality, and quantity of food served. On the other hand, some participants said that the food prices at the restaurant are more expensive than in other restaurants, causing them to limit their budget (7 people).Therefore, restaurants should be aware of maintaining the quality and taste of food to be reasonable and customers feel worth using the service.

'Place' factor reveals that the restaurant location makes it easy to visit for people who live in the village. However, participants who do not live in Parichart village mention that the location is not good because the restaurant is not on the main road and cannot be seen easily. The restaurant should use social media to promote the nosiness of people outside the village. In addition, concerning the distribution channels have been divided into 3 parts consisting of Purchase channel, Payment channel, and Receiving channel. Purchase channel; the restaurant should place importance on an alternative channel to order food because there are customers who face the problem of them not being able to order in rush time. This leads to many

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customers calling to preorder. Regarding to Payment channel, the customers require the convenience of paying for food thus the restaurant should add more payment channels such as paying for food via QR code and mobile banking. Lastly Receiving channel, the restaurant should add delivery service for customers since most restaurants in the village have delivery service leaving Kua Ban Pa Kae restaurants at a disadvantage, and customers may choose to go for a restaurant with a delivery service.

'Promotion' factor reveals that currently, the restaurant doesn't have any promotion. The participants were asked about type of promotions that could attract more customers. The participants will be satisfied with loyalty cards for discounts (12 people), the use of social media to promote the nosiness (11 people), and free desserts provided during festive seasons (7 people).

'People' factor reveals that the participants were satisfied with the staff who is friendly and polite, and the fact that the staff can answer all questions and can recommend meal options. However, the restaurant should train the staff to be more fastness service.

'Physical evidence' factor reveals that most participants were satisfied with friendly atmosphere, cleanliness, and enough bins available. Nevertheless, the restaurant should manage and reserve the available table for people who preorder the food via phone call.

'Process' factor reveals that the participants were the least satisfied with this factor because the main problem of the restaurant is long waiting time. For the research, the average time that the customers have to wait is around 30 minutes thus, the restaurant should be most aware of this problem. As mentioned in Product factor, the restaurant ought to add special menus with ready-to-eat food as an alternative option to customers during busy time.

5.1.2 The business potential of the restaurant

The restaurant was analyzed by using SWOT analysis, Stakeholders, Business Model Canvas and Competitors analysis.

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Kua Baan Pa Kae Restaurant is an a la carte restaurant which mainly sells Thai food. There is a variety of food types which are mainly local Thai food and fresh seafood, with more than 100 items to choose from. The restaurant selects only quality ingredients for cooking. The chef of the restaurant has more than 30 years of experience and she also well-known from the villager.

From analysis shows the main problem of the restaurant. There is only one chef cause the customers have to wait for a long time affecting to all the processes delayed. The restaurant depends on only one chef who only one to generate income from the restaurant. As a result, currently, the restaurant does not gain any profit. Therefore, the future plan should be that every position must be able to generate revenues for the restaurant by selling appetizer menus, drinks and dessert menus, and special menus with ready-to-eat food as an alternative option for consumers who in rush time. Besides, for the financial forecasting, the restaurant will pay back and start to get profit on fifth year.

There are 7 restaurants used for competitors analysis, with a different type of food and service. Some restaurants are well-known for villagers and officers who work near the village because they have been in business for a long time. Thus, they have a customer base. By the way, other restaurants including Kua Ban Pa Kae restaurant, are new in the business. Hence, they need to provide good products and services to attract customers and also gain a competitive advantage. From an analysis, other restaurants get more advantages than Kua Ban Pa Kae restaurant. Because they have more alternative channel for customers which make customers satisfied such as appetizers or snacks, dessert, and drinking menus, delivery service which make customers feel the convenience and social which make the restaurant well known for people outside the village. Therefore, if the restaurant needs to gain a competitive advantage, the restaurant should provide more services such as alternative menus, delivery service, online payment, and social networks to overcome competitors.

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5.1.3 Marketing strategies to increase value for the restaurant

From this research study, the restaurant can use the information from the study to use as a guideline to adjust the marketing strategy for the restaurant to be more efficient. In order to create a competitive advantage over the competitors and to develop products that best meet the needs of customers.

The researcher would like to summarize the suggestions to Kua Ban Pa Kae restaurant based on the factors affecting the customer satisfaction toward Kua Ban Pa Kae restaurant as follows.

5.1.3.1 Process factor

From the study, it is found that the main problem that participants concerned is the long waiting time. Therefore, the restaurant had better resolve this problem by adding ready-to-eat meal options for reducing waiting time. In addition, the restaurant should add more appetizers or snacks so that the customers who are waiting for main meal can get something to eat while waiting for the main meals. This would make the customers satisfied and decide to use the service again. Moreover, in the future, the restaurant should be able to accommodate more customers.

5.1.3.2 Place factor

1) Adding delivery service

Convenience is an important factor that invites the participants to decide to eat at the restaurant. Currently the restaurant does not have delivery service, the participants need to go to restaurant to order by themselves. Most participants decide to not use the service at Kua Ban Pa Kae restaurant and choose to use the service of another restaurant that offers delivery service. Therefore, if the restaurant has a delivery service, this will bring more profits to the restaurant.

2) Adding ordering channel

Currently, customers can order the food via phone call only and they can feel inconvenient having to call and with the possibility of the restaurant giving wrong orders when there are too many dishes ordered on the phone. Accordingly, adding a contact channel via LINE will make it more convenient for the customers and reduce errors in the process of receiving orders. Furthermore, customers can receive daily menu and restaurant information via LINE directly.

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5.1.3.3 Product factor

If Kua Ban Pa Kae restaurant adds ready-to-eat menu, appetizer menu, and drinking and dessert menu, it will help customer to reduce waiting time and make customer satisfied in the service. Moreover, it would add value to the restaurant as well as increase the restaurant's profits significantly.

5.1.3.4 Developed Business Model

This Business Model Canvas was developed from the old one. The Key actives are the most important section from the restaurant. Therefore, the restaurant should adjust and increase more activities to add more value and effectiveness to the restaurant.

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<table>
<tr>
<td rowspan="2">KEY PARTNERS

- Merchants in market
- Wholesale rice store
- Ice factory
- Gas shop
- Makro</td>
<td>KEY ACTIVITIES
- Procurement of raw materials
- Service customer
- Cooking for prepared food and appetizer/ Sale dessert and drinking
- Delivery food
- Updating menus and receiving order through Line channel</td>
<td rowspan="2">VALUE PROPOSITIONS

- Made by order food, more than 100 menus
- Special menus on weekend
- Taste and quality of food</td>
<td>CUSTOMER RELATONSHIPS

- Taste and quality of food</td>
<td rowspan="2">CUSTOMER SEGMENT

- Early adulthood (pre + direct order)
- Middle adulthood (pre + direct order)
- Old age (pre + direct order)</td>
</tr>
<tr>
<td>KEY RESOURCES
- Raw material
- Restaurant
- Personnel
- Recipe</td>
<td>CHANNELS
- Direct order
- Preorder through mobile phone</td>
</tr>
<tr>
<td colspan="3">COST STRUCTURE
- Raw material
- Wage
- Cost of utilities
- Gas
- Maintenance</td>
<td colspan="2">REVENUE STREAMS

- Food sales</td>
</tr>
</table>

Figure 5.1 Developed business model

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Figure 5.1 presents the developed business model of Kua Ban Pa Kae restaurant. From the results of marketing mix factors which affect the participants' satisfaction, it shows that there are three important factors which are the taste and quality of food, the quick service, and the convenience in ordering and receiving food. All these factors start from the key activities. Therefore, key activities are what the restaurant should mainly concern. The new key activities consist of the availability of ready-to-eat meals and appetizers, with extra desserts and drinks available for customers to order, with the use of Line social media channel. Key activities will be coherent to other elements which are value proposition, customer relationship and channel.

5.1.3.5 Financial

Table 5.1 Investment cost

Asset	Investment cost
Kitchen utensils	20,000 Baht
Renovation and decoration	500,000 Baht
Furniture	120,000 Baht
Total	=640,000 Baht

Table 5.1 presents the investment cost of Kua Ban Pa Kae restaurant. The table shows that the kitchen utensils cost 20,000 Baht, the renovation and decoration cost 500,000 Baht, and the furniture cost 120,000 Baht.

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Table 5.2 Expenses per month

Description	Cost
Raw material	65,000 baht
Raw material for ready to eat food	15,600 baht
Drinking and dessert	3,900 baht
Salary	30,000 baht
Cost of utilities	2,000 baht
Others (gas, ice, etc.)	8,000 baht
Total	=124,500 baht

Table 5.3 Revenue per month

Description	Revenue
Made to order food	130,000 baht
Ready to eat food	31,200 baht
Drinking and dessert	7,800 baht
Total	=169,000 baht

Table 5.2 presents the expenses per month of Kua Ban Pa Kae restaurant. The table shows the list of expenses which consist of the cost of raw materials, raw materials for ready-to-eat food cost, drinks and desserts, employees' salary, cost of utilities and others. Thus, total expenses are 124,500 Baht. Table 5.3 presents the revenue of Kua Ban Pa Kae restaurant. The revenue comes from sales of made to order food, ready-to-eat food, as well as drinks and desserts. Therefore, the total of the revenue is 169,000 Baht.

5.2 Limitation

Kua Ban Pa Kae is a small restaurant with only one cook, leading to a long waiting time when the restaurant is busy. As a result, the restaurant should add more staffs with fast and convenient service. However, because other restaurants do not

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encounter the same problems, the results of this research will not apply to other restaurants. Moreover, the participants were only from Kua Ban Pa Kae restaurant, which is a small group of population. In addition, this study is mainly a qualitative research with the use of in-depth interviews with only 30 participants, so the data cannot be used for statistical claims. Quantitative data is required with the use of questionnaire method so that it can be used for statistical reference.

Besides, there was a Coronavirus outbreak all over the world including in Thailand during time time that the research was conducted. This affected the customer behavior which changed to adapt to the new circumstances. Kua Ban Pa Kae restaurant was affected by the Coronavirus in a way that the customers had to buy takeaway food only, significantly reducing the number of the customers who use the service. Accordingly, the data collection stage was postponed, and the research was also delayed. Therefore, those who use the information from this research should be careful when making some references to the data presented in this research since the information may change over time.

5.3 Recommendations for further research

1) Future research should obtain more statistical information about the marketing factors that influence the selection of restaurant by customers. Additional quantitative research should also be undertaken, with the distribution of questionnaires in order to develop and improve restaurants to truly meet the needs of customers.

2) There should be more studies on other factors that influence the selection of restaurant. This is because the data obtained can be analyzed and used in strategic planning for restaurants. Moreover, it can maintain the customer base in the long term, some guidelines provided for the expansion of the customer groups in the future.

3) Data should be collected from other restaurants as well in order to obtain a variety of sample data, making it possible to reach comprehensive analysis and conclusion.

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APPENDICES

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APPENDIX A

INTERVIEW FORM

The Participants are 30 customers who usually use restaurant service more than 3 times per week. The interview form divided into 3 parts as follow;

Part 1: Questions about demographic characteristics

Part 2: Questions about restaurant service behavior (Case study of Krua Ban Pa Kae Restaurant)

Part 3: Questions about marketing factors affecting customer satisfaction of restaurant use (Case study: Krua Ban Pa Kae Restaurant)

1. General customer information about demographic characteristics.

2. Service usage behavior about frequency, cost each time, day, time to use the service.

3. Who usually comes to eat with or buy for?

4. Which method do you normally order food? (call to order or order at restaurant))

5. Why did you prefer to eat Kua Ban Pa Kae Restaurant? / What is the difference between Kua Ban Pa Kae and other restaurants?

.....

.....

6. What is the menu you usually eat?

.....

.....

7. When you are ordering food, what do you expect first? What you consider that something will address you perceive satisfied. For example; the menu is more varied and special than other restaurants.

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8. What do you consider food prices compare with other restaurants? Are you satisfied with the quantity and quality of food? Why?

.....

.....

9. What do you consider the restaurant's location and atmosphere inside the restaurant?

.....

.....

10. If the restaurant has a Line application service to order food and home delivery service, will make you more convenient or not? Why?

.....

.....

11. How do you consider the restaurant promotions that will make you satisfied and require to come back to use the service? (such as promoting the restaurant via Facebook, discounts, or giving out snacks during the festive season, special menus)

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.....

12. What do you consider the restaurant's employee such as good appearance, having enough staff for customers to provide service, smiling face, friendly, responding to customer promptly? And are you satisfied with the service of the staff? Why?

.....

.....

13. What do you consider the atmosphere and the environment inside the restaurant, such as having enough tables and chairs for customers and the trees around the restaurant making it feel shady?

.....

.....

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14. What do you consider the process for customers to receive food should be? Which the process should be improved? Why?

.....

.....

15. Which part of restaurant that you dissatisfied? Why?

.....

.....

16. Will you recommend Kua Ban Pa Kae Restaurant to other relatives or friends?

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.....

17. Additional suggestions

.....

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APPENDIX B

PERSONA AND CUSTOMER JOURNEY

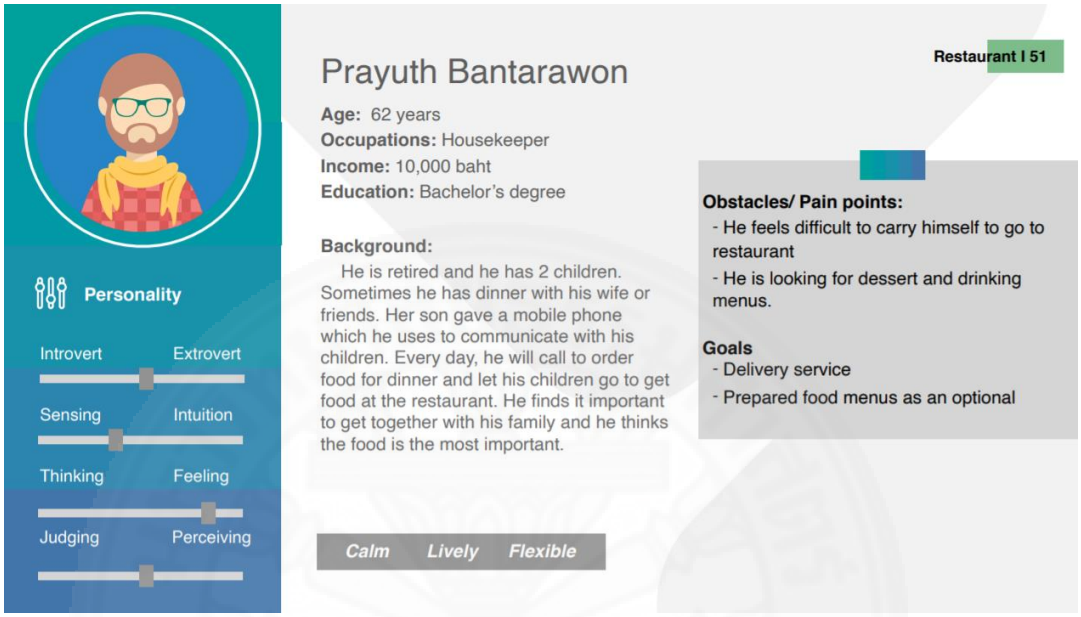

Figure B.1 Persona (1)

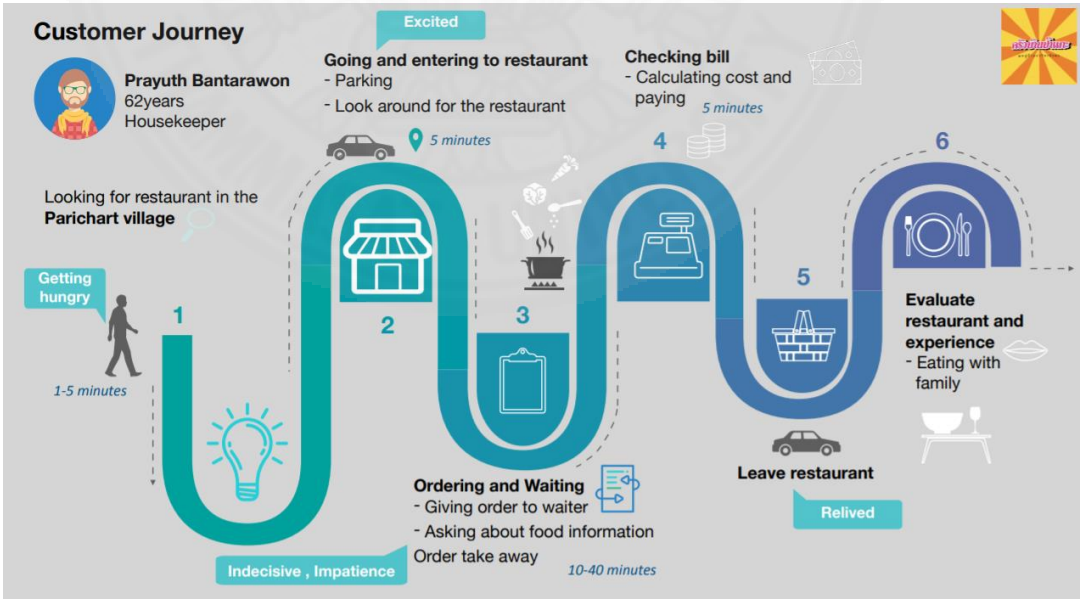

Figure B.2 Customer journey (1)

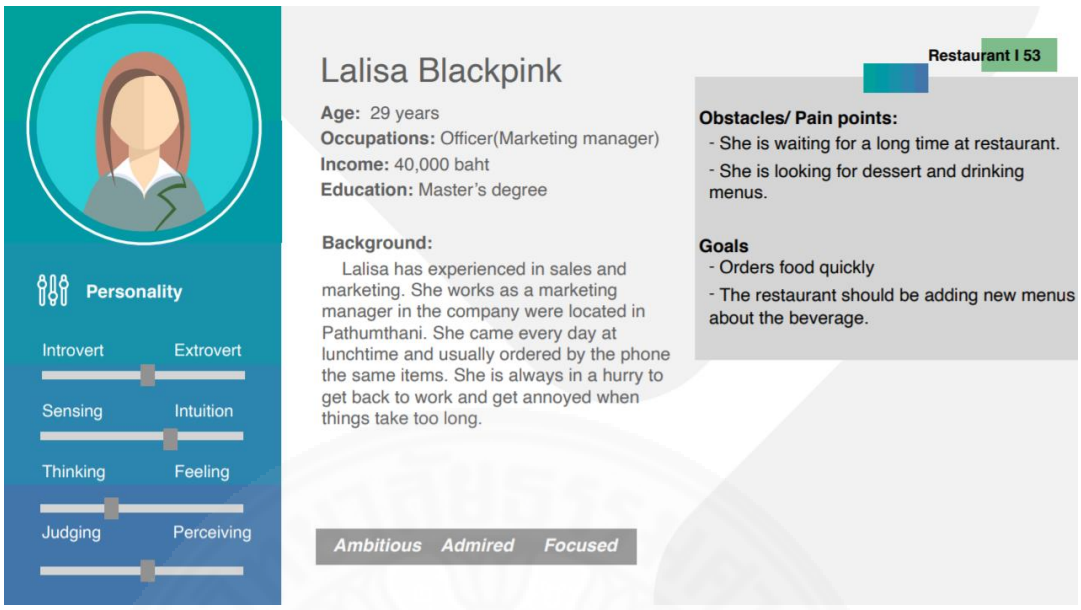

Figure B.3 Persona (2)

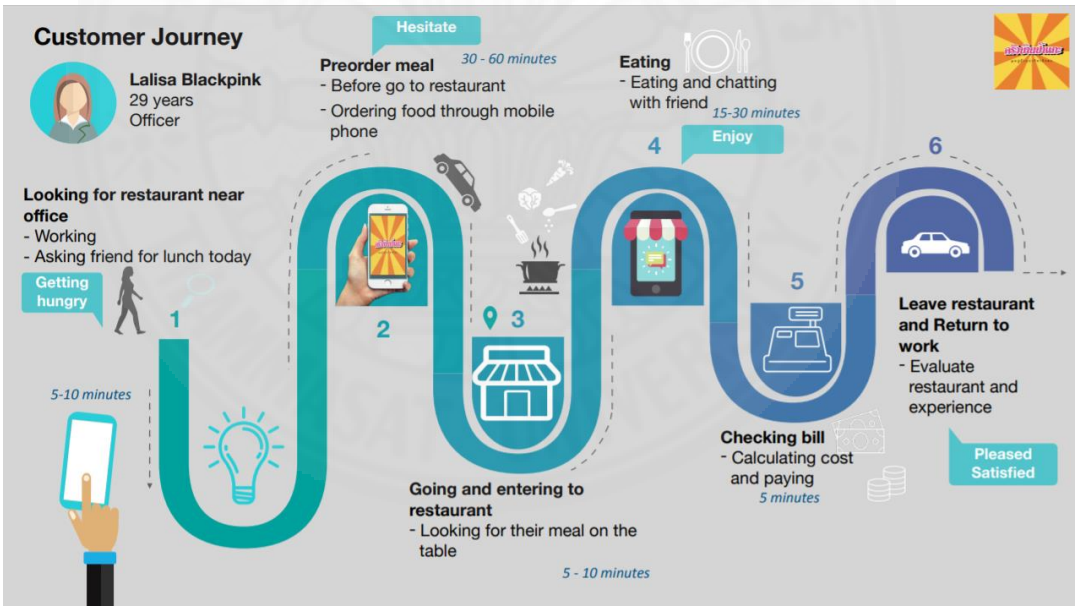

Figure B.4 Customer journey (2)

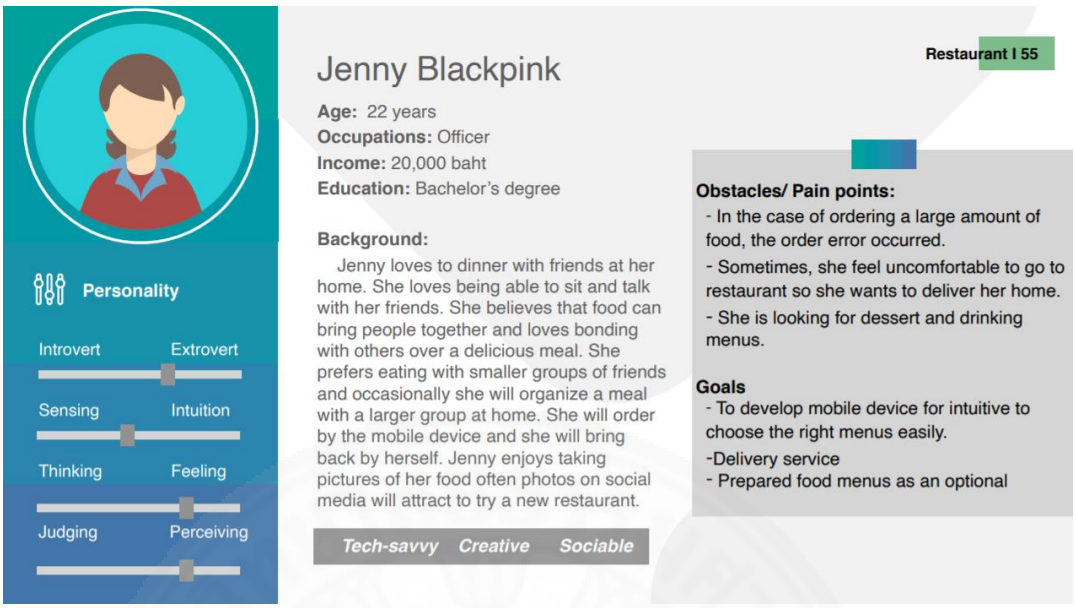

Figure B.5 Persona (3)

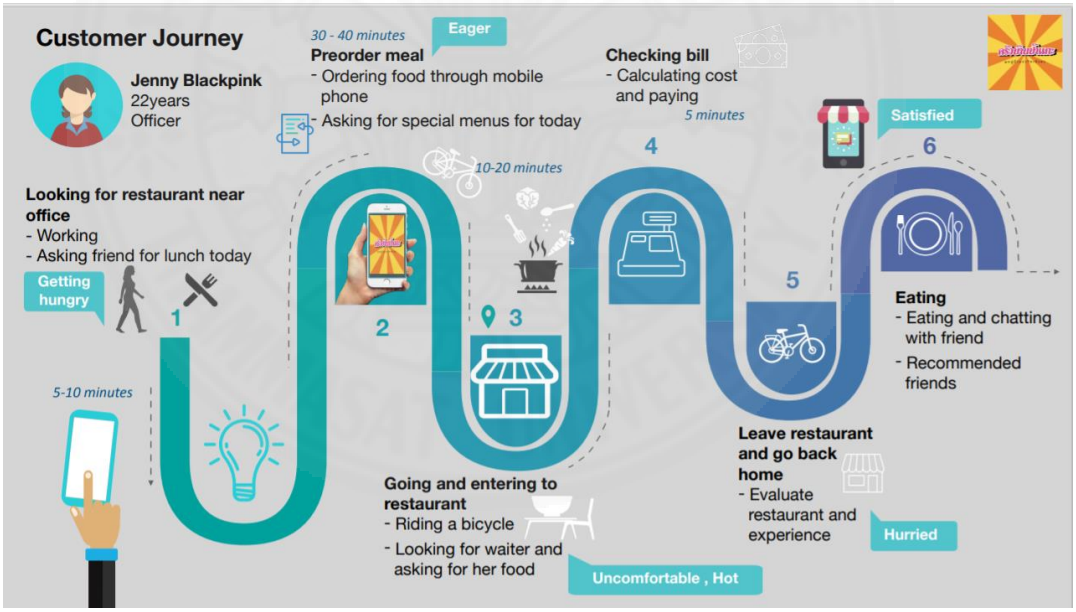

Figure B.6 Customer journey (3)

Table B1 Forecasting the income statement

Earnings statement	Year					
	0	1	2	3	4	5
Investment cost	- 640K					
Revenue						
Made to order food		1,560K	1,716K	1,888K	2,077K	2,285K
Ready to eat food		-	374K	411K	452K	497K
Drinking and dessert		-	94K	103K	113K	124K
Total		1,560K	2,184K	2,402K	2,642K	2,906K
Cost						
Raw material of made to order food		780K	858K	944K	1,038K	1,142K
Raw material of ready to eat food		-	187K	206K	227K	250K
Drinking and dessert		-	47K	52K	57K	63K
Total		780K	1,092K	1,202K	1,322K	1,455K
Gross profit		780K	1,092K	1,200K	1,320K	1,451K
Expense						
Salary		360K	400K	440K	484K	532K
Cost of utilities		24K	26K	29K	32K	35K
Maintenance fees		10K	10K	10K	10K	10K
Advertising		12K	12K	12K	12K	12K
Others (gas, ice etc.)		96K	106K	117K	129K	142K
Total		502K	554K	608K	667K	731K
Net profit		278K	538K	592K	653K	720K
Retained earnings		-362K	176K	768K	1,421K	2,141K

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Table B1 Forecasting the income statement (cont.)

Earnings statement	Year					
	5	6	7	8	9	10
Retained earnings from year 5	2,141K					
Revenue						
Made to order food		2,514K	2,765K	3,042K	3,346K	3,681K
Ready to eat food		547K	602K	662K	728K	801K
Drinking and dessert		136K	150K	165K	182K	200K
Total		3,197K	3,517K	3,869K	4,256K	4,682K
Cost						
Raw material of made to order food		1,256K	1,382K	1,520K	1,672K	1,839K
Raw material of ready to eat food		275K	303K	333K	366K	403K
Drinking and dessert		69K	76K	84K	92K	101K
Total		1,600K	1,761K	1,937K	2,130K	2,343K
Gross profit		1,597K	1,756K	1,932K	2,126K	2,339K
Expense						
Salary		585K	644K	708K	779K	857K
Cost of utilities		39K	43K	47K	52K	57K
Maintenance fees		10K	10K	10K	10K	10K
Advertising		12K	12K	12K	12K	12K
Others (gas, ice etc.)		156K	172K	189K	208K	229K
Total		802K	881K	966K	1,061K	1,165K
Net profit		795K	875K	966K	1,065K	1,174K
Retained earnings		2,936K	3,811K	4,777K	5,842K	7,016K

Ref. code: 25626016120146EYG

BIOGRAPHY

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Publications

Bantarawon, N. & Wongwatcharapaiboon, J. (2019). The marketing guideline in food delivery business for elderly in Bangkok. The 10th Built Environment Research Associates Conference, presented on 25th June 2019, Bangkok.

Ref. code: 25626016120146EYG