



**THE FACTORS INFLUENCING CUSTOMER LOYALTY TO  
RESTAURANT BRANDS IN THE CATERING INDUSTRY OF HENAN  
PROVINCE- A CASE STUDY OF TIME-HONORED BRANDS**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION  
GRADUATE SCHOOL OF BUSINESS  
SIAM UNIVERSITY  
2024**



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This Independent Study has been approved as a Partial Fulfillment of the Requirements  
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**Title:** The Factors Influencing Customer Loyalty to Restaurant Brands in the Catering Industry of Henan Province - A Case Study of Time-Honored Brands

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**Major:** International Business Management

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25 / 11 / 2024  
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## ABSTRACT

As the products and services offered by the catering industry become increasingly homogenized and competition intensifies, the competition between catering enterprises has shifted from product competition to brand competition. Brand loyalty determines the value and influence of a brand, which in turn affects the establishment of its competitive advantage and market position. This study took the time-honored brands of Henan Province, China, as a case study to explore how these brands, under the impact of new catering trends, face challenges in realizing their brand value and to conduct a more comprehensive study of loyalty to time-honored brands.

The objectives of this study were: 1) To explore the key factors influencing customer loyalty to restaurant brands in Henan Province's catering industry; 2) To examine the impact of brand service quality, brand perceived value, and brand image on customer loyalty to time-honored brands in Henan Province's catering industry. A quantitative research method was employed to analyze data from a sample size of 300 respondents.

The research results show: 1) Customer loyalty to restaurant brands in Henan Province's catering industry is influenced by service quality, brand perceived value, and brand image; 2) Brand service quality, brand perceived value, and brand image have a significant positive impact on customer loyalty.

In a highly competitive market environment, customers are the intangible assets of businesses. For restaurant brands, understanding the key factors that influence customer loyalty is a critical element in gaining a competitive advantage in the catering industry. By studying customer loyalty, restaurant brands can better understand and meet customer needs, continuously improve and optimize their offerings, accelerate brand extension, expand the influence of time-honored brands, enhance brand awareness, and provide momentum for long-term sustainable development.

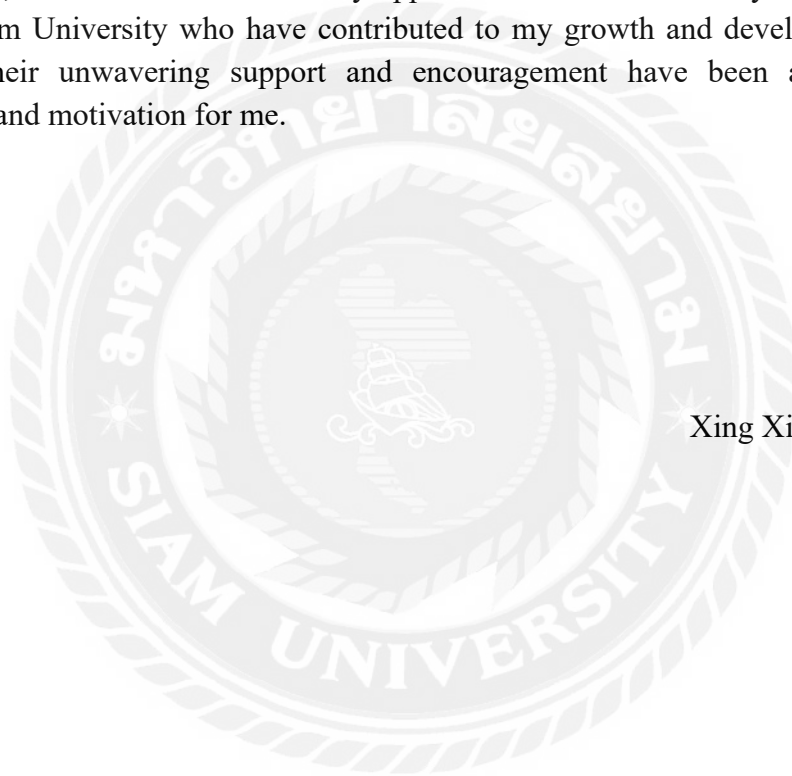
**Keywords:** restaurant brands, customer loyalty, time-honored brands

## ACKNOWLEDGEMENT

I want to express my deepest gratitude to my advisor for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr.Jomphong Mongkhonvanit, Dean of the Graduate School of Business, for his continuous support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation for me.



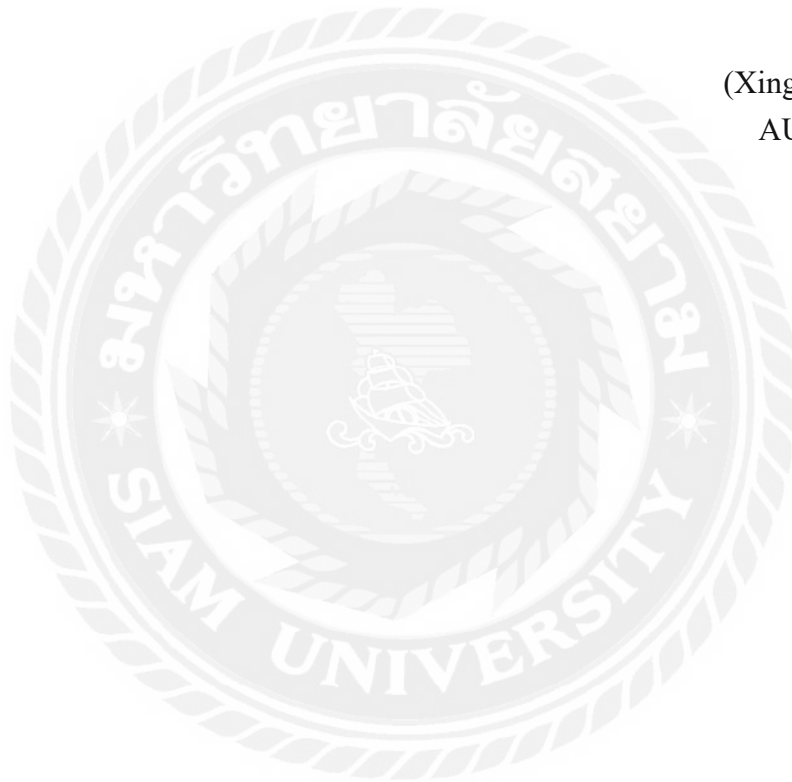
Xing Xiangsong

## DECLARATION

*I, XING XIANGSONG, certify that the work embodied in this, independent study entitled "The Factors Influencing Customer Loyalty to Restaurant Brands in the Catering Industry of Henan Province: A Case Study of Time-Honored Brands " is a result of original research and has not been submitted for a higher degree to any other university or institution.*

(Xing Xiangsong)

AUG 19, 2024



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# Chapter 1 Introduction

## 1.1 Background of the Study

As global market competition becomes increasingly intense, branding has become a major practice that enables companies to establish long-term beneficial relationships with customers (Wei, 2015). Additionally, branding creates exceptional customer value, satisfies, and helps companies retain consumers (Xue, 2016). Due to the fierce competition in the catering industry, brand loyalty has become a key strategic factor. Loyal customers not only bring profit to the company but also create a positive public image (Wen, 2019). Research has found that a 5% increase in customer loyalty can drive a 25-75% increase in company profits, and the cost of retaining existing customers is far less than the cost of attracting new ones (Xie & Li, 2016). Customer loyalty is a crucial element in building a truly strong brand. Therefore, many companies are eager to cultivate a loyal customer base.

However, the catering industry generally faces the problem of lacking loyal customers, especially as the homogenization of the industry becomes increasingly severe, leading to lower consumer loyalty to brands. In a nationwide survey in the United States, over 50% of Starbucks customers frequently shop at competitors like Dunkin' Donuts and McDonald's, with high disloyalty rates for Dunkin' Donuts and McDonald's as well, at 53% and 38%, respectively (Li, 2011). This clearly indicates a lack of loyal customers in the catering industry. The homogenized products and services offered by catering enterprises provide consumers with too many choices, resulting in lower brand loyalty than ever before. Therefore, there is an urgent need for a more comprehensive study of brand loyalty within the context of the catering industry.

Henan's time-honored brands possess a series of inherent advantages, such as high recognition, reputation, and brand value, which often lead consumers to trust these brands more. However, in the modern catering industry's changing market environment, time-honored brands cannot achieve leapfrog development solely relying on their inherent advantages. They must adjust their business strategies and brand policies according to the objective laws of market development and the current demands of intense homogenized competition (Wang, 2015). Timely adjustments to business strategies and brand policies are necessary to integrate brand management into the company's operations, aligning it with the company's long-term development strategy. Compared to modern catering brands, Henan's time-honored brands lack brand vitality and have overly conservative and outdated brand images. The profit margins from these brands are relatively low, and they have not achieved brand value preservation and appreciation, which hinders the maximization of brand value and the enhancement of overall corporate competitiveness (Liu, 2014).

This paper, through theoretical analysis of the loyalty of Henan's time-honored brands in the catering industry combined with empirical analysis of representative

brands, explores the main factors influencing the loyalty to these time-honored brands. It studies the impact of each influencing factor on the time-honored brands and, based on the overall brand loyalty index of these brands, proposes strategies to enhance brand loyalty. This has practical guiding significance for promoting the development of brands in Henan's catering industry.

## **1.2 Questions of the Study**

This study primarily examines customer loyalty to restaurant brands from the perspective of the catering industry. It draws on previous research on restaurant brand loyalty to explore the factors influencing customer loyalty to restaurant brands, providing insights for enhancing the competitiveness of catering brand enterprises. This study aims to address the following research questions:

1. What are the key factors influencing customer loyalty to restaurant brands in the catering industry of Henan Province?
2. Are brand service quality, brand perceived value, and brand image of time-honored brands in Henan Province's catering industry positively correlated with customer loyalty?

## **1.3 Objectives of the Study**

By analyzing the key factors influencing customer loyalty to restaurant brands in the catering industry of Henan Province, restaurant brand enterprises can gain a deeper understanding of customer needs and make targeted improvements to their services, enhancing overall service quality and maximizing customer satisfaction. This is beneficial for the long-term development of restaurant brands. To gain a greater competitive advantage and profit share in the intense market competition, catering brand enterprises must adjust their service strategies, with customer loyalty as the service goal, to achieve a greater service advantage in the competitive market and to develop in a better and healthier direction.

The specific research objectives are as follows:

1. To explore the key factors influencing customer loyalty to restaurant brands in the catering industry of Henan Province.
2. To examine the impact of brand service quality, brand perceived value, and brand image on customer loyalty to time-honored brands in Henan Province's catering industry.

## **1.4 Scope of the Study**

The scope of this research focuses on time-honored brands in Henan. The structural equation modeling analysis used in this study is based on the covariance matrix, making the parameter estimation and chi-square fit tests highly sensitive to sample size. Considering the ratio of sample size to observed variables, 300 samples were selected.

A total of 300 questionnaires were distributed, with 150 sent online and 132 returned, and 150 distributed in paper form which all 150 returned. Thus, 282 questionnaires were collected through both methods, resulting in a response rate of 94%. After checking the returned questionnaires and removing those with incomplete answers or unchanged responses, there were 265 valid questionnaires. The entire survey period lasted 15 days, ensuring the feasibility and scientific nature of the questionnaire, as well as the reliability and effectiveness of the research.

## **1.5 Significance of the Study**

1. Exploring the main factors influencing customer loyalty to restaurant brands in the catering industry has practical guiding significance for the joint development of brands and the industry.

This study analyzes and verifies the factors affecting customer loyalty to restaurant brands to help improve the overall service level of restaurants and enhance customer recognition of the brand. Facing the impact of Western fast food chains and Chinese restaurant establishments, time-honored brands urgently need to retain existing customers, develop potential new customers, and maintain brand and customer loyalty. To gain a greater competitive advantage and profit share in the competitive market of Henan's catering industry, enterprises must adjust their service strategies with a goal of achieving comprehensive customer satisfaction. This will provide a greater service advantage in the competitive market and benefit the industry's development towards a better and healthier direction. Ultimately, achieving a win-win and collaborative development between e-commerce platforms and enterprises is of practical significance.

2. Focusing on development from the customer's perspective helps in building the brand, thereby enhancing brand value in the catering industry. This approach has significant practical implications for the brand's development within the industry.

For the service industry, customer satisfaction determines the survival space and future development direction of businesses. Therefore, acquiring and maintaining customer satisfaction has become a crucial source of competitiveness for modern enterprises. The research findings have broad applicability and provide practical reference value for other fields. The conclusions of this study not only apply to research on customer loyalty within restaurant industry brands but also offer reliable guidance and direction for niche catering sectors. For time-honored brands in Henan's catering industry, amidst increasing market competition, it is essential to adjust according to the current status of brand development. Following the guidance of brand loyalty theory, efforts should be made to continuously strengthen and enhance the loyalty of time-honored brands from the perspectives of improving brand satisfaction and value. This provides significant practical value for the revitalization of Henan's time-honored brands. Additionally, it offers practical reference value for businesses that need or are planning to establish their own catering brands.

## Chapter 2 Literature Review

### 2.1 Introduction

This chapter's literature review first introduces the definitions of time-honored brands, brand loyalty, service quality, brand perceived value, and brand image. The literature review aims to confirm theoretical foundations which include Brand Loyalty Theory, Consumer Perception Theory, and User Satisfaction Theory, which will serve as the theoretical basis for this study.

The review primarily uses a documentary analysis approach to analyze the main factors influencing customer loyalty to restaurant brands in the catering industry. By organizing and analyzing the literature, and after reviewing basic theories and related attributes, a brief commentary is provided. The goal is to understand the relationship between this study and existing literature, grasp the development context of research, and lay a theoretical foundation for subsequent research. The following are the key concepts and theories discussed:

### 2.2 Literature Review

#### 2.2.1 Time-Honored Brands

In China's long historical and cultural context, time-honored brands are specific cultural symbols with distinct cultural heritage and rich cultural connotations. They not only represent reputable brands but also carry the cherished memories of generations (Kong & Li, 2004). Throughout the development and evolution of time-honored brands, there are three designations: "time-honored brands," "Chinese time-honored brands," and "Chinese old brands" (Wei, 2006). A more comprehensive and detailed definition of time-honored brands is provided. It is considered that "a time-honored brand is a distinctive Chinese traditional brand with a profound cultural heritage, a long-standing and high reputation, and an excellent ethnic enterprise with products originally invented and mostly handcrafted" (He, 2004).

In the catering industry, comparing time-honored brands from both Western and Chinese culinary traditions yields the following successful experiences: the industry needs to shift its mindset and achieve success through speed (Li, 2001); industrialization models will enter the catering industry; standardization and process optimization are important ways to enhance efficiency and create brands; standardized management is key to chain operations; and effective human resource management systems and outstanding management talents are essential for the ongoing development of time-honored brands (Li, 2006). For the development status of Chinese time-honored brands, it is suggested that they should revitalize their brand value and follow a path of brand development and revitalization (Liu, 2004). Interpretations of Chinese time-honored brands from the perspectives of traditional Chinese culture and traditional concepts are also proposed (Li, 2006).

Time-honored brands are those "old brands" that have survived and thrived amidst

historical progress, intense competition, and continuous consumer scrutiny. These time-honored brands fall into three categories: historical famous stores, special old signs, and renowned local specialties (Wei, 2000). Furthermore, it is believed that time-honored brands that remain evergreen, continuously develop, and perpetuate have the following four characteristics: historical significance, national identity, high quality, and good reputation. A more comprehensive and detailed definition of time-honored brands is provided (He, 2004), who argues that "a time-honored brand is a distinctively Chinese traditional brand with profound cultural heritage, a long-standing and high reputation, and is an excellent ethnic enterprise with products that are self-invented and mostly handcrafted."

In a comparative study of Chinese time-honored brands and Western renowned brands, five Chinese time-honored brands and five Western renowned brands were selected, and the China Consumer-Brand Relationship Quality (CBRQ) scale was used for empirical research to analyze both (Pan, 2006). The findings indicate that there is a correlation in brand quality between Chinese time-honored brands and Western renowned brands; however, there are also differences in brand quality between them. Industry factors affect Chinese and Western time-honored brands differently, and Chinese time-honored brands exhibit significant regional differences. Additionally, consumer habits and personal characteristics impact time-honored brands in various ways.

### **2.2.2 Brand Loyalty**

The concept of brand loyalty has been discussed for 100 years, and related research remains a popular topic in the field. It is believed that, in essence, customer brand attachment is synonymous with brand loyalty, which allows companies to achieve customer satisfaction at a lower cost during product usage, ultimately encouraging repeat purchases (Aaker, 1991). The extent to which customers are willing to repurchase a product reflects brand loyalty and is a crucial determinant of a company's core competitiveness (Drucker, 1994).

The loyalty theory suggests that customer satisfaction and preference for a brand, formed during the product experience, can objectively lead to a willingness to repurchase and subsequent purchasing behavior. From a psychological perspective, the nature of loyalty is explained, and its characteristics are defined (Jacoby, 1978): loyalty is not randomly generated but has psychological inclination; once loyalty is established, it does not disappear quickly; there is a specific decision-making process; the object of loyalty can be a single brand or multiple brands; and brand loyalty falls within the realm of psychological perception. It is also noted that repeat purchases by customers do not necessarily indicate brand loyalty, highlighting the difference between psychological and behavioral loyalty, thus providing a deeper understanding of brand loyalty.

Brand loyalty is defined as the probability that consumers will maintain a long-term habit of purchasing a particular brand's products, or the proportion of a particular brand's product purchases relative to the total product purchases (Jeuland, 1979). Brand loyalty is discovered through measurable behaviors that directly impact brand sales,

indicating repeat purchases of a specific brand. It represents a stable and unconditional commitment that is not easily altered under normal conditions (Khan & Mahmood, 2012). Brand loyalty refers to consumers' consistent commitment to a brand, unaffected by various external conditions (Zhang, 2007).

### **2.2.3 Brand Service Quality, Brand Image and Brand Perceived Value**

#### **1. Service Quality**

Service quality in the catering industry is one of the key factors for a restaurant's success in a competitive market (Parasuraman, Zeithaml & Berry, 1985). It directly affects customer satisfaction, loyalty, and brand image (Bitner, 1992). High service quality not only attracts new customers but also encourages repeat visits from existing ones, contributing to the long-term development of the restaurant (Kotler & Keller, 2015). Here is a detailed description of service quality in the catering industry:

**Professionalism and Standardization:** Catering brands should first ensure that service processes are standardized and professional (Zeithaml et al., 1990). From greeting and ordering to serving and billing, all stages should follow established service standards to provide a consistent and professional experience. This includes standardized training for staff on appearance, language, and operational skills.

**Personalized and Customized Service:** On the basis of standardized service, catering brands should focus on providing personalized and customized services (Hartline & Ferrell, 1996). By understanding customers' needs, preferences, and special requests, brands can tailor dishes, recommend drinks, and adjust the dining environment to offer unique care and respect.

**Food Quality and Taste:** As the core of the catering industry, food quality and taste directly influence customers' perceptions of the brand (Kotler & Keller, 2015). High-quality ingredients, unique cooking techniques, reasonable nutritional balance, and consistent flavors are crucial for improving service quality.

**Hygiene and Safety:** A clean and hygienic dining environment is a fundamental consideration for customers choosing a catering brand (Zeithaml et al., 1990). Restaurants should regularly conduct hygiene checks to ensure that the kitchen, dining area, and utensils meet industry standards, and strictly adhere to food safety regulations to protect customers' health.

**Efficient Service:** Efficient service can enhance the dining experience (Bitner, 1992). Catering businesses should optimize service processes to reduce wait times, speed up food delivery, and ensure quick response and handling of service matters.

**Customer Feedback and Continuous Improvement:** Actively collecting customer feedback is an important way to improve service quality (Hartline & Ferrell, 1996). Restaurants should establish a comprehensive feedback mechanism, using surveys and online reviews to gather opinions and continuously improve service processes and food quality based on the feedback.

**Brand Culture and Atmosphere:** A unique brand culture and atmosphere can strengthen customers' sense of belonging and identification with the brand (Kotler & Keller, 2015). Catering brands should create distinctive brand stories, decor styles, and

cultural atmospheres that reflect their characteristics, allowing customers to enjoy not only the food but also the brand's unique charm.

In summary, improving service quality in the catering industry is a comprehensive process that requires ongoing efforts and optimization in various areas (Parasuraman et al., 1985). By continually enhancing service levels, strengthening food quality, and creating a pleasant environment, catering businesses can gradually build a strong brand image and a loyal customer base.

## **2. Brand Image**

Typically, brand image refers to the overall image of a company that is recognized by the public, based on its external characteristics and business strengths. Research on the composition of brand image helps marketers identify their brand's strengths and weaknesses, as well as consumer perceptions of their products or services. Brand image measurement can be based on attributes (Xie, 2016) and brand value (Fan & Li, 2018). Attributes describe the characteristics of a product or service and the aspects involved in the purchase or consumption process. Attributes can be divided into those related to the product and those not related to the product. Previous research suggests that brand image consists of brand perceived quality and brand associations (Ou & Lu, 2016). Chinese scholars have studied brand image from the consumer's perspective, dividing it into five aspects: brand associations, brand recognition, brand value, product attributes, and brand loyalty (Gao, 2020).

Retailers benefit from using digital shopping traces, as it increases consumer purchases and enhances brand image. This effect is moderated by product category and type of purchase (Gao, 2020). A study of the two catering old brands, "Quanjude" and "Bianyi Fang," revealed that brand extension dilutes brand image, and this dilution effect depends on the perceived fit between the extended brand and the parent brand (Li, 2011). Catering advertisements have become an important marketing method with a significant impact on brand image (Gao, 2020). By summarizing micro-movie advertisements and analyzing brand image, the study explores the impact of micro-movie advertisements on brand image from the perspectives of brand personality, social recognition, and brand status. It notes that more companies are using event marketing to enhance brand image and cultivate consumer brand awareness. It also discusses the important role of advertising in shaping brand image in the context of new media, outlining advertising's role in brand building and the issues it faces (Yin & Yu, 2019).

Research on brand image, both domestically and internationally, often explores its antecedents, which are crucial for guiding marketing practices. From the reviewed studies, brand image antecedents include brand extension, advertising, and event marketing. Brand image is a broad field, and influencing factors are not limited to these, necessitating further extensive research. For example, this study explores functional rituals, mechanical rituals, and humanized rituals as antecedents of brand image, enriching the theoretical framework of brand image.

In summary, in-depth research on brand image is invaluable for building strong customer relationships, stimulating brand loyalty, and significantly increasing

repurchase rates. Brand image, as a unique impression and emotional connection formed in consumers' minds, is a direct reflection of brand value. It transcends the functional attributes of the product, encompassing multiple dimensions such as visual identity, cultural connotations, service quality, and social responsibility.

### **3. Brand Perceived Value**

Brand perceived value in the restaurant industry is the overall evaluation and value perception formed by customers based on the product, service, and environment provided by the restaurant brand during consumption (Liu, 2014). This perceived value not only affects customer satisfaction and loyalty but also directly relates to the brand's competitiveness and market position.

Brand perceived value is the overall evaluation of the utility of a product or service formed by customers after weighing the benefits provided by the brand against the costs incurred (Ou & Lu, 2016). In the restaurant industry, this perceived value is reflected in customers' comprehensive consideration of factors such as food taste, service quality, ambiance, and pricing. Product quality is at the core of Brand perceived value in the restaurant industry. This includes the taste, quality, variety, and serving speed and temperature of the food. High-quality products directly enhance customer satisfaction and loyalty, thereby strengthening the brand's positive image.

Service quality is also crucial to brand perceived value in the restaurant industry. This involves the attitude, efficiency, professionalism, and personalization of the service staff (Wen, 2016). Excellent service not only improves the dining experience but also encourages word-of-mouth promotion, enhancing the brand's appeal.

Brand image refers to the overall impression and perception consumers have of a brand. In the restaurant industry, brand image can be shaped through restaurant decor, food presentation, and advertising (Yang & Zhou, 2016). A clear and appealing brand image can effectively enhance brand recognition and customer affiliation.

Perceived product innovation reflects customers' subjective impressions and evaluations of a brand. If perceived product innovation positively impacts customers' evaluations, it will enhance the brand's image (Wang & Zhou, 2017). When consumers recognize a brand's innovation, they perceive the brand as more attractive, professional, and trustworthy, which positively influences their trust in the brand's products. Moreover, if consumers have a memory of a product's innovation, they are more likely to choose a brand that has left an innovative impression. Therefore, perceived product innovation increases consumer trust and preference for the brand (Wang & Han, 2023).

Thus, the core of brand perceived value lies in the customer's subjective experience and perception. It is not only the objective quality of the products or services provided by the brand but also the emotional, functional, and social values perceived by customers at every touch point with the brand. This perceived value directly affects customer loyalty, trust, and satisfaction, ultimately determining whether they will develop brand reliance and increase repurchase rates.



## **2.3 Research Theory Basis**

### **2.3.1 Brand Loyalty Theory**

Brand loyalty refers to consumers' consistent and stable attitude and behavior in choosing and purchasing a specific brand's product over time (Oliver, 1997), which can lead to at least a 25% increase in profits for a company (Reichheld & Teal, 2019). It primarily includes two dimensions: instrumental repurchase intentions and expressive advocacy intentions (Chai et al., 2015). Repurchase intention is an instrumental response driven by self-interest and economic factors (Jones et al., 2008) and is described as consumers' judgment of repurchasing the brand, while advocacy intention refers to the likelihood of consumers recommending the brand to others (Chai et al., 2015).

Regarding the dimensions of brand loyalty, there are various influencing factors, making it a multidimensional and complex concept. However, it is mainly composed of two dimensions: attitude and behavior. Customers with emotional connections to a brand are more willing to continue purchasing from the brand rather than switching to competitors (Nguyen et al., 2011), giving companies a competitive edge in the market. Consumer demand characteristics and marketing strategies significantly influence brand loyalty (Lai, 2010). Perceived value positively affects brand loyalty, and companies can gain a competitive advantage as a result (Lin, 2007). Compared to satisfaction, perceived value has a more direct impact on brand loyalty. Establishing a long-term, stable relationship with consumers is superior to acquiring new customers or markets in terms of customer loyalty (Homburg and Giering, 2001). This results in more loyal customers and enhances brand equity.

The relationship between brand reputation, brand satisfaction, and brand loyalty has been systematically reviewed (Sha & Gao, 2008). They believe that brand reputation does not directly affect brand satisfaction but can indirectly influence it. Behavioral loyalty primarily involves repeated purchasing behavior over a certain period, while attitudinal loyalty transcends repeated purchases, involving psychological activities like recommending, encouraging, and promoting the brand. Brand loyalty, as the most important dimension of brand equity, refers to the strength of the relationship between the consumer and the brand. Its primary research value lies in enhancing consumers' sustained purchasing attitudes and behaviors, leading to the appreciation of brand reputation, awareness, and image, thereby driving the growth of brand equity. Brand loyalty is crucial for companies to gain a competitive advantage, convert potential customers into actual customers, and transform actual customers into loyal customers.

### **2.3.2 Consumer Perception Theory**

In 1988, the concept of consumer perceived value was introduced. It refers to the difference between the perceived benefits a consumer experiences after purchasing a product or enjoying a service and the price paid to obtain that product or service. This subjective evaluation affects the perceived utility of the product or service (Dong, 2020). It reflects a consumer's assessment based on personal values, experiences, and needs,

and helps in making purchasing decisions. Consumer perceived value is also known as the subjective assessment of consumer surplus. Zaithaml's theory of consumer perceived value is based on consumer psychology. He posits that perceived value is the overall evaluation of a product or service based on the benefits perceived by consumers relative to the costs incurred. Higher perceived value leads to greater satisfaction, which increases the likelihood of repeat purchases and enhances customer loyalty. The essence of consumer value is consumer perception, which is the subjective assessment of results from the purchasing process (Gao, 2022). Consumer purchasing behavior is influenced by both internal factors and external environment. Perceived value is categorized into four aspects: behavior, benefit, risk, and trust. Perceived behavior, perceived benefit, and perceived trust positively influence consumers' online purchase behavior of agricultural products, thereby affecting consumer loyalty (Ju, 2022).

With the rapid development of the market economy and increased market competition, consumers have gained greater purchasing power. To achieve customer satisfaction, attract more consumers, and strengthen competitive advantages, companies have started to focus on customer perceived value. Customer perceived value involves the subjective evaluation of a product or service's value, influenced by factors such as product quality, service quality, and brand image. Research indicates that customer perceived value not only affects consumer purchasing decisions but also has a significant impact on a company's market strategy and competitiveness.

### **2.3.3 User Satisfaction Theory**

User satisfaction is a metric resulting from the interaction of factors such as supply and demand, product positioning, product functionality, and market environment. During their experience, users can intuitively perceive every part of the product or service provided (Bai & Liao, 2014). User satisfaction management emerged as a new management approach at the end of the last century. User satisfaction reflects the comparison between the products and services provided by the supplier and the experiences and expectations of the end users; it is a function of the user's individual perceptions and expectations (Yi, 2003). User satisfaction is a cumulative process, not determined by a single experience as the final evaluation. The theory of user satisfaction reveals issues in the products and services provided by enterprises, guiding them to aim at improving user satisfaction by analyzing and addressing these problems.

User satisfaction refers to users' perceptions and evaluations of the performance, quality, and price of a product or service during its use. It can be divided into three levels: dissatisfaction, basic satisfaction, and high satisfaction. The level of user satisfaction directly affects user loyalty, word-of-mouth communication, and purchase intention (Fornell et al., 1996).

The primary methods for measuring user satisfaction include questionnaire surveys, interviews, observation, and experimental methods. Among these, questionnaire surveys are the most commonly used, typically employing a 5-point or 7-point scale to score user satisfaction. Additionally, user satisfaction can be measured by

calculating the user satisfaction index, such as the American Consumer Satisfaction Index (ACSI) (Fornell et al., 1996).

User satisfaction is influenced by various factors, mainly including product quality, service quality, price, brand image, and user experience. Product quality is the foundation of user satisfaction, while service quality and user experience directly impact users' perceived value. The effects of price and brand image on user satisfaction are primarily reflected in users' psychological expectations and cognitive evaluations (Anderson et al., 1994).

To improve user satisfaction, enterprises need to focus on several aspects: first, enhancing product quality to meet user needs; second, optimizing service processes to improve service quality and user experience; third, setting reasonable prices to ensure product competitiveness; fourth, building a good brand image to increase user recognition and trust; and fifth, paying attention to user feedback to continuously improve products and services (Oliver, 1999).

User satisfaction theory studies the degree of user satisfaction during the use of products or services and its influencing factors. Through research on user satisfaction, enterprises can better understand user needs, improve the quality of their products or services, and thus enhance user satisfaction and loyalty.

## 2.4 Conceptual Framework

The literature review of this study is based on the Brand Loyalty Theory, Consumer Perceived Value Theory, and Customer Satisfaction Theory to analyze the factors influencing customer loyalty to restaurant brands in Henan Province.

To analyze the factors affecting customer loyalty to restaurant brands in Henan Province, this study constructs a model with brand service quality, brand perceived value, and brand image as independent variables. Customer loyalty is the dependent variable. The factors influencing customer loyalty to restaurant brands in Henan Province are affected by brand service quality, brand perceived value, and brand image, as shown in Figure 2.2.

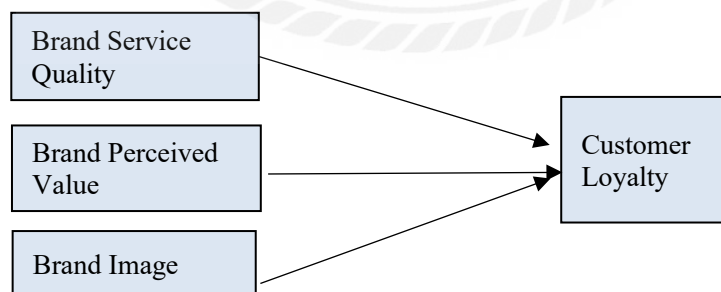


Figure 2.1 Conceptual Framework

## **Chapter 3 Research Methodology**

### **3.1 Research Design**

This study employed a quantitative research method, conducting a questionnaire survey. Based on existing theoretical foundations and previous research, the scale items were confirmed, and the questionnaire was distributed and analyzed. The questionnaire content was adjusted according to the data feedback to form a final version, and SPSS was used to conduct reliability and validity analysis of the questionnaire data.

The scope of this research study was based on the old brands of catering in the catering industry of Henan Province. The structural equation modeling (SEM) analysis used in this study was based on the construction of a covariance matrix, a characteristic that makes the chi-square test used for parameter estimation and model fit evaluation highly sensitive to sample size.

### **3.2 Questionnaire Design**

The independent variables in the model are brand service quality, brand perceived value, and brand image, with customer loyalty as the dependent variable. The questionnaire utilizes a five-point Likert scale. The first part of the questionnaire collects the basic characteristics of the survey sample, while the second part focuses on analyzing data related to brand service quality, brand perceived value, and brand image. There are several items for each variable, totaling 24 items.

In line with the research perspective, the structure of the questionnaire design is divided into three major sections:

1. First Section: Includes an acknowledgment and instructions. It begins with an explanation of the purpose of the questionnaire, followed by clarifications of terms used to ensure respondents fully understand the meaning of the items and provide the most accurate responses. It concludes with a statement ensuring confidentiality of the data and expressing gratitude for the respondents' participation.

2. Second Section: Comprises filtering items and personal information about the respondents. First, the sample is screened to ensure the precision of the targeted respondents. Then, basic information about the respondents, including gender, age, occupation and place of residence, is collected. This section serves as supplementary information for describing the research sample and helps ensure the authenticity and comprehensiveness of the study.

3. Third Section: Measures the three variables of the study—brand service quality, brand perceived value, and brand image—using a scale. The scale items are derived from previous mature scales in relevant research areas and have been adjusted to fit the context of old restaurant brands in the catering industry.

In the questionnaire's main body, the filtering items and personal information correspond to clear answers, so the options follow the principle of "no redundancy or omission" and are presented in multiple-choice format. The scale items relate to the

respondents' attitudes, and since the answers are latent variables that are difficult to quantify, this study uses a five-point Likert scale to describe the responses. The respondents' subjective attitudes are quantified on a scale of 1 to 5, where the options represent "very dissatisfied," "dissatisfied," "neutral," "satisfied," and "very satisfied." As the values increase, they indicate a higher degree of agreement with the item, thus enabling the quantification of latent variables.

There are 24 total questions in the questionnaire, with items 1-24 being scale questions. Brand service quality, brand perceived value, and brand image each have 7 items, while customer loyalty has 3 questions. Specific items were designed for each variable, and the items were coded, as shown in Table 3.1.

Table 3.1 Questionnaire Items

Variable	Measurement items	NO.
Brand Service Quality	1. Are you satisfied with the high efficiency of the service provided by Henan Old Brand Restaurant?	Q1
	2. Are you satisfied with the enthusiasm of the service staff of the old brand restaurants in Henan?	Q2
	3. Are you satisfied with the unexpected items or services that the old Henan brand restaurants will provide for their customers? (e.g. desserts, snacks or small gifts to show appreciation)	Q3
	4. Are you satisfied with the Henan Old Brand restaurants in providing personalised service?	Q4
	5. Are you satisfied with the speed of serving food in Henan old brand restaurants?	Q5
	6. Are you satisfied with the quality of the service environment of the old brand restaurants in Henan?	Q6
	7. How satisfied are you with the constant warnings in case of unsafe situations in Henan's long-established branded restaurants?	Q7
Brand Perceived Value	1. Are you satisfied with the fresher and safer quality of food in established brand name restaurants?	Q8
	2. Are you satisfied with the service skills of the old brand restaurants in terms of making people feel happy?	Q9
	3. Are you satisfied with the abundance of products in the restaurants of old brands?	Q10
	4. Are you satisfied with the cost-effectiveness of Henan old brand restaurants?	Q11
	5. Are you satisfied with the personalised service provided by Henan Old Brand restaurants?	Q12
	6. Are you satisfied with the dining environment of Henan old brand restaurants?	Q13
	7. Are you satisfied with the additional services provided by Henan Old Brand?	Q14

Brand Image	1. Are you satisfied with the brand image, reputation and word-of-mouth of Henan's oldest brands?	Q15
	2. Do you perceive enjoying the services of this brand as a symbol of social status?	Q16
	3. Are you satisfied with the freshness of the ingredients, the taste of the dishes, and the artistry of the presentation of the dishes in this old Henan brand restaurant?	Q17
	4. How satisfied are you with the environment of this old Henan brand restaurant in terms of fun and comfort?	Q18
	5. How satisfied are you with the dining services provided by this Henan long-established brand restaurant in terms of being able to meet diversified consumption in daily life?	Q19
	6. How satisfied are you with the brand's ability to provide product appearance and ingredient packaging that meets consumer needs?	Q20
	7. Are you satisfied with the brand culture and brand values of this Henan long-established brand restaurant?	Q21
Customer Loyalty	1. Are you so satisfied with the presence of the brand in your daily meals that you consider yourself somewhat dependent on it?	Q22
	2. Are you very satisfied with this long-established catering brand and will you top up for membership?	Q23
	3. Are you very satisfied with the brand and would you recommend it to your friends and family?	Q24

### 3.3 Hypotheses

To analyze the factors influencing customer loyalty, this study constructed a model using brand service quality, brand perceived value, and brand image as independent variables. Customer loyalty is the dependent variable. The relationship model is shown in Figure 3.1.

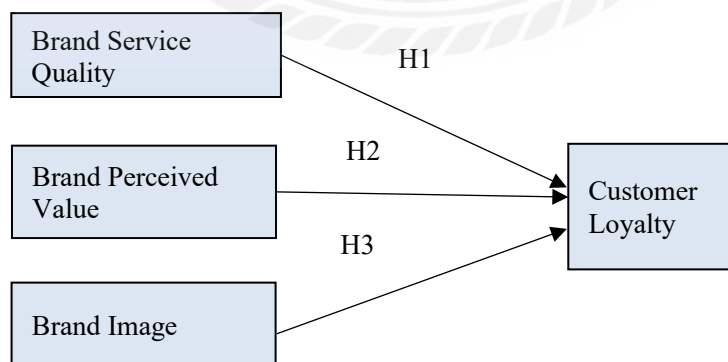


Figure 3.1 Hypotheses

H1: The brand service quality of restaurant brands in Henan Province has a positive impact on customer loyalty.

H2: The brand perceived value of restaurant brands in Henan Province has a positive impact on customer loyalty.

H3: The brand image of restaurant brands in Henan Province has a positive impact on customer loyalty.

### 3.4 Population and Sampling

This study primarily focused on the factors influencing customer loyalty to time-honored restaurant brands in Henan Province's restaurant industry. The population of this study was customers of time-honored restaurant brands in Henan Province. The survey includes information on users' gender, age, occupation, place of residence, brand service quality, brand perceived value, and brand image.

$$N = \frac{r^2 * q^2}{E}$$

Using the sample formula, the collected data follows a standard normal distribution's quartile values, with a confidence level generally set at 95%. The sample standard deviation (q) is typically estimated at 0.5. The margin of error (K), which is the maximum allowed difference between the sample mean and the population mean, is set at 0.05. Applying this formula, the sample size was determined to be 300 respondents. The random sampling method was implemented using Questionnaire Star for online sample, where samples were randomly drawn from the general population.

### 3.5 Data Collection

Considering the factors of time and labor costs, the data collection for this study primarily used two methods: online distribution and paper-based questionnaires. Online distribution was carried out using email, QQ, and other social networking tools, while paper-based questionnaires were administered through field surveys at popular food streets, such as Health Road Food Street in Zhengzhou, Beishuncheng Street in Zhengzhou, and Zhonglouxiang Food Street in Anyang.

The reasons for using these two methods are as follows:

1. Online distribution allows for a broader and more diverse sample, helping to mitigate the issue of a homogeneous sample. Paper-based distribution ensures the validity of the sample and allows for timely clarification of respondents' questions, reducing the likelihood of invalid responses.

2. Using both methods reduces the workload of the survey and lowers the overall cost of the investigation.

To ensure the reliability and credibility of the data, specific standards were set for data collection. First, incomplete questionnaires were discarded. Second, questionnaires where all options were the same were excluded. Third, responses completed in less than one minute were not accepted. Fourth, in the online questionnaires, if respondents indicated that they had never heard of or dined at a time-honored restaurant brand in Henan, their data were excluded to maintain the accuracy of the data source.

Using the two methods, a total of 300 questionnaires were distributed—150 online, with 132 returned, and 150 paper-based, with 150 returned. A total of 282 questionnaires were collected, with a response rate of 94%. After reviewing the questionnaires and removing those that were incomplete or had unchanged responses, 265 valid questionnaires remained. The entire survey period lasted 15 days.

### 3.6 Data Analysis

#### 3.6.1 Reliability

Reliability refers to the extent to which the data collected by the survey questionnaire is accurate and reliable. In the preliminary research of this study's questionnaire, it was established that the reliability is primarily determined by Cronbach's  $\alpha$  coefficient. A Cronbach's  $\alpha$  coefficient above 0.8 for the overall scale indicates that the quality of the survey questionnaire is quite ideal. A coefficient between 0.7 and 0.8 indicates that the overall quality of the questionnaire is acceptable. For subscales, a Cronbach's  $\alpha$  coefficient above 0.7 suggests that the quality of the measurement items for that specific dimension is ideal, while a coefficient between 0.6 and 0.7 suggests that the quality is acceptable. In this study, SPSS software will be used to conduct reliability tests on the overall scale and on subscales for perceived usefulness, perceived enjoyment, perceived ease of use, technical characteristics, perceived cost, perceived value, user satisfaction, expectation confirmation, and willingness to continue paying. The specific analysis results are shown in Table 3.2.

As shown in Table 3.2, the Cronbach's  $\alpha$  coefficients for the 21 valid measurement items of the overall scale in the survey questionnaire are all higher than the standard threshold of 0.8. This indicates that the overall reliability of the data collected by the survey questionnaire is quite high. The valid data for each variable collected by the survey questionnaire are also relatively reliable and stable, making them suitable for proceeding to the next stage of validity analysis.

Table 3.2 Variable Reliability Test

Variable	Cronbach Alpha	N of Items
Brand Service Quality	0.856	7
Brand Perceived Value	0.880	7
Brand Image	0.901	7
Customer Loyalty	0.801	3

#### 3.6.2 Validity

Validity refers to the evaluation of the validity of each variable in the questionnaire. A common method for testing questionnaire validity is factor analysis. The validity of the questionnaire is determined through factor analysis. The KMO (Kaiser-Meyer-



Olkin) test and Bartlett's sphericity test need to be conducted before performing principal component factor analysis. Only when the KMO value is greater than 0.7 can factor analysis be performed. Survey data show that the overall KMO value is 0.907, with a significance level of 0.000, which is less than 0.05 and reaches a significant level, indicating that factor analysis can be conducted. This study employs Confirmatory Factor Analysis (CFA). The KMO and Bartlett's sphericity tests were conducted on the pre-test data to validate the construct validity of the scale. The results, as shown in Table 3.3, indicate that the KMO values are greater than 0.8 and Bartlett's sphericity test is significant. This suggests that the structure validity of the scale is good, and the independence of each dimension is well established, indicating that the overall validity of the questionnaire is good.

Table 3.3 KMO and Bartlett's Test

Kaiser -Meyer -Olkin Sampling Adequacy Measures		0.907
Bartlett's test of sphericity	Approx. CARTES	4196.266
	df	453
	organizations	0.000

### 3.6.3 Analysis of Questionnaire data

The statistical analyses used in this study include descriptive statistical analyses correlation analyses, multiple regression analyses and in-depth analytical conclusions were identified in Chapter 4. These not only demonstrate the complex relationships between the data, but also provide important foundations and insights for subsequent research.

## Chapter 4 Findings

### 4.1 Introduction

This chapter validated the conceptual model of customer loyalty and research hypotheses constructed in Chapter 2. Based on the reliability and validity tests of the questionnaire in Chapter 3, statistical analysis and hypothesis testing were conducted on the sample data. First, descriptive statistical analysis of the overall data was performed using SPSS software, including analysis of demographic characteristics which included gender, age, occupation and place of residence, and analysis of the data related to brand service quality, brand perceived value, and brand image.

### 4.2 Descriptive Statistics of Sample

Based on the data collected from the questionnaires, the respondents' personal information was statistically analyzed, as shown in Table 4.1. From the table, it can be observed that in this study's sample, 51.7% of the respondents were male, and 48.3% were female, indicating a balanced gender ratio. In terms of age, the majority of respondents were between 19-29 years old and 30-49 years old, accounting for 64.5% and 22.3%, respectively.

Regarding occupation, students made up 40.8% of the respondents, employees of enterprises 20.0%, employees of public institutions 17.4%, self-employed individuals 10.6%, and government officials 7.9%. This distribution is largely due to the fact that the study's survey was primarily conducted among students, which also highlights that students are the largest group enthusiastic about brands. Following them are employees of enterprises and public institutions, who tend to rely on branded restaurants due to their lack of time to cook. Detailed information is shown in Table 4.1.

Table 4.1 Demographic Characteristics of Sample (N=265)

Diagnostic property	Options	Frequency	Percentage (%)
Gender	men	128	48.3%
	women	137	51.7%
Age	18 years and below	23	8.7%
	19 to 29 years old	171	64.5%
	30 to 49 years old	59	22.3%
	50 years and older	12	4.5%
Occupation	Student	108	40.8%

	Workers of an enterprise	21	7.9%
	Government official	46	17.4%
	Employees of enterprises	55	20.0%
	Private firm	28	10.6%
	Others	9	3.4%
Place of residence	Within 1-10 kilometres	102	38.5%
	Within 10-50 kilometres	149	56.2%
	Within 50-100 kilometres	11	4.2%
	Over 100 kilometres	3	1.1%

### 1. Analysis of Gender Differences in Consumers

After conducting a descriptive statistical analysis of the respondents' personal information, it was found that the gender ratio was relatively balanced, indicating that the gender distribution of the questionnaire is reasonable. A higher proportion of valid responses came from males, accounting for more than 51.7%, suggesting that male customers show a greater usage and preference for the stereoscopic parking system, as shown in Figure 4.1.

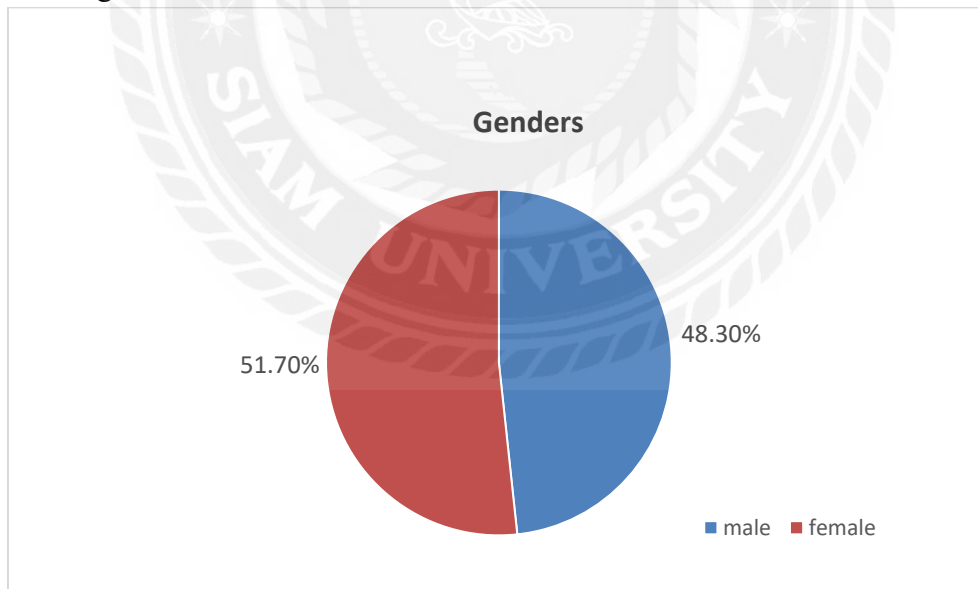


Figure 4.1 Descriptive Statistics of Gender

### 2. Analysis of Consumers with Different Ages

In terms of age groups, the sample covers almost the entire age range, but it is primarily concentrated on young and middle-aged individuals aged 19-49. This age group accounts for 86.8% of the total sample, indicating that they are the main customers using the restaurant brand platforms in Henan Province's restaurant industry, as shown in Figure 4.2.

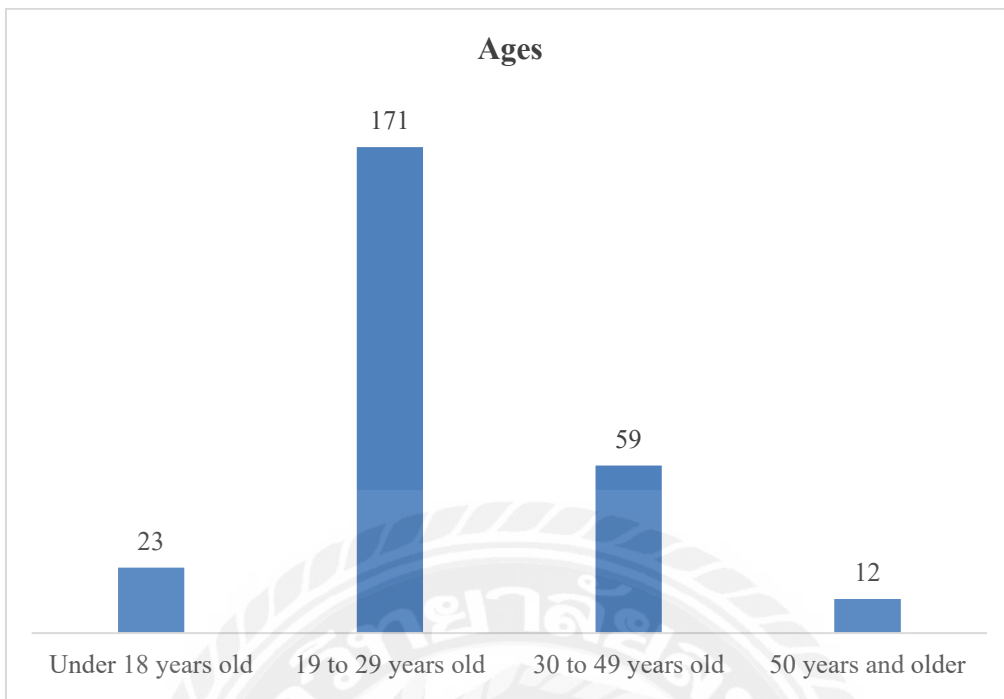


Figure 4.2 Descriptive Statistics of Age

### 3. Analysis of Consumers with Different Occupations

Based on the data provided, we can analyze the dining habits of different occupational groups at branded restaurants. These data reveal the preferences and distribution of individuals from various professional backgrounds when choosing to dine at branded restaurants.

Students make up the largest proportion, accounting for 40.8%. This could be because branded restaurants often provide menu items and services that cater to students' consumption levels and taste preferences. Employees of public institutions account for 17.4%, reflecting their preference for branded restaurants. Public institution employees usually enjoy stable incomes and benefits, which enables them to afford and be willing to spend more on dining. The high-quality service and comfortable environment offered by branded restaurants may meet their needs.

Employees of enterprises account for 20.0%, making them the second-largest consumer group after students. Enterprise employees may frequently choose branded restaurants for business activities, team-building events, or employee benefits. The diverse menu options, flexible service models, and strong brand image of branded restaurants meet the varied needs of enterprise employees.

Therefore, branded restaurants should develop differentiated marketing strategies and service plans tailored to the needs and preferences of different occupational groups to attract more consumers and enhance brand competitiveness.

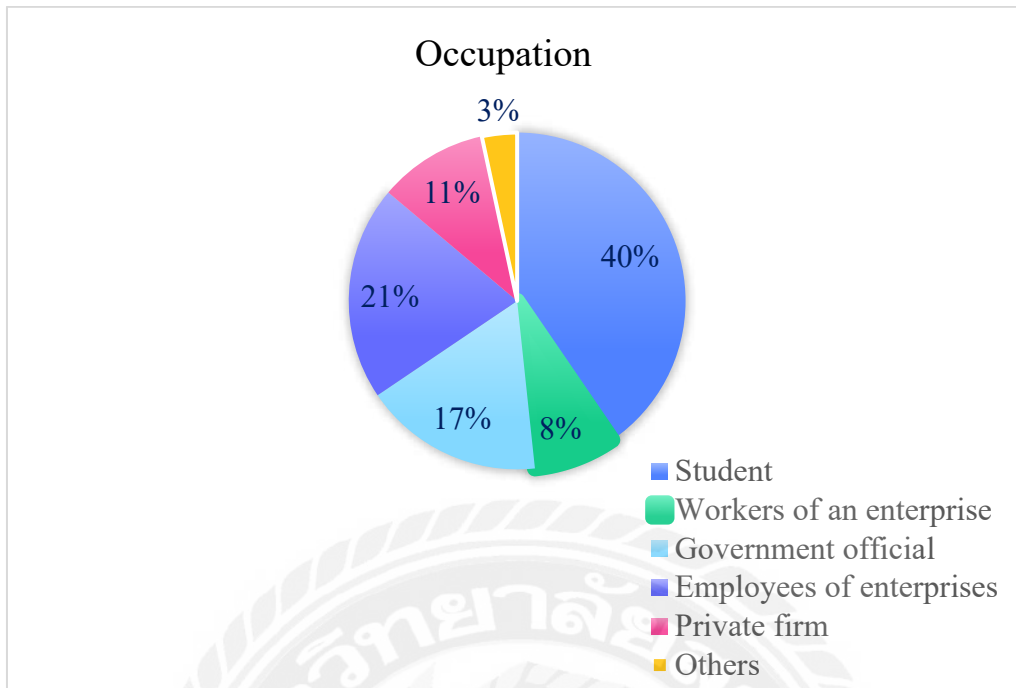


Figure 4.3 Descriptive Statistics of Occupation

4. From the perspective of place of residence, more than half of the respondents live relatively close to the branded restaurants. This group represents loyal customers who are the foundation of the brand's continuous growth. Additionally, 5.3% of respondents travel from farther away specifically to enjoy the brand's cuisine, as shown in Figure 4.4.

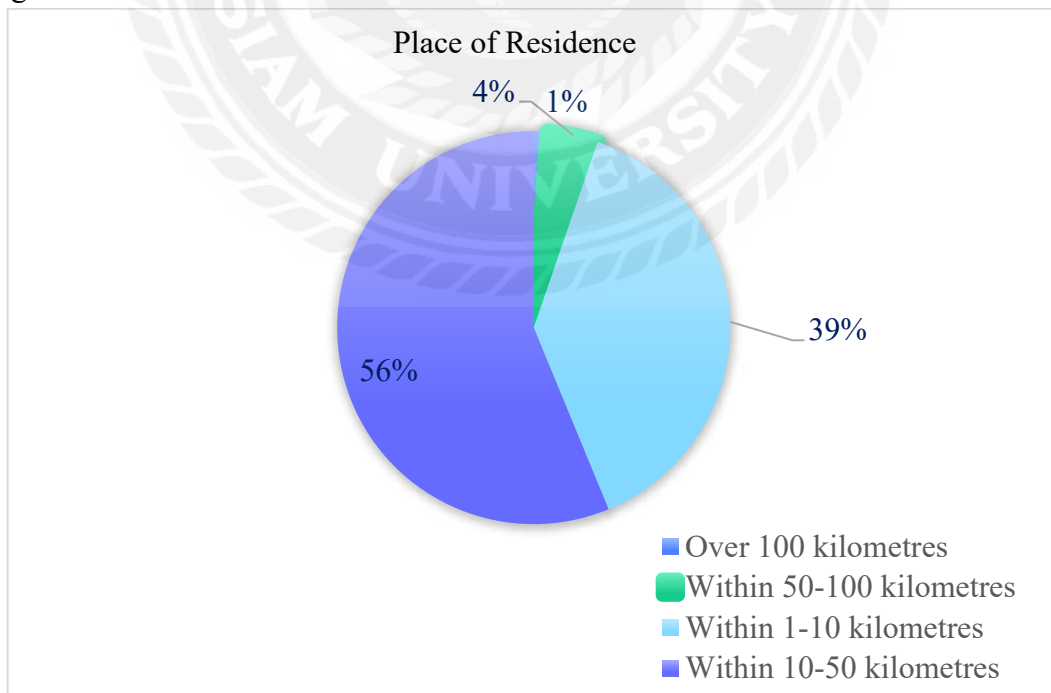


Figure 4.4 Descriptive Statistics of Place of Residence

## 4.3 Research Results

### 4.3.1 Correlation Analysis

Correlation analysis is used to indicate the relationship between various variables. Pearson correlation analysis is employed to examine the linear relationships between variables. The Pearson correlation coefficient ranges from -1 to 1. The relationship between the factors influencing customer loyalty was analysed using Pearson's correlation coefficient analysis, we can draw conclusions based on Table 4. The Pearson correlation coefficients for brand service quality, brand perceived value, and brand image are all greater than 0.5 and less than 0.9, with ( $p < 0.01$ ), indicating a significant positive correlation between these variables, as shown in Table 4.2.

Table 4.2 Correlation between Variables (Pearson correlation matrix)

Variable	Brand Service Quality	Brand Perceived Value	Brand Image	Customer Loyalty
Brand Service Quality	1			
Brand Perceived Value	.591**	1		
Brand Image	.551**	.665**	1	
Customer Loyalty	.572**	.692**	.675**	1

Note: \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

According to the table, the Pearson correlation coefficients for brand service quality, brand perceived value, and brand image are all greater than 0.5 and less than 0.9, with  $p < 0.01$ , indicating a significant positive correlation between these variables.

The Pearson correlation coefficient between brand service quality and brand perceived value is 0.591,  $p < 0.01$ , indicating a moderate positive correlation between these two variables.

The Pearson correlation coefficient between brand service quality and brand image is 0.551,  $p < 0.01$ , showing a moderate positive correlation.

The Pearson correlation coefficient between brand service quality and customer loyalty is 0.572,  $p < 0.01$ , suggesting a moderate positive correlation.

The Pearson correlation coefficient between brand perceived value and brand image is 0.665,  $p < 0.01$ , indicating a moderate positive correlation.

The Pearson correlation coefficient between brand perceived value and customer loyalty is 0.692,  $p < 0.01$ , showing a moderate positive correlation.

The Pearson correlation coefficient between brand image and customer loyalty is 0.675,  $p < 0.01$ , reflecting a moderate positive correlation.

The analysis indicates that factors affecting customer loyalty include brand service quality, brand perceived value, and brand image. To enhance customer loyalty, it is essential to focus on these three aspects and implement reasonable and scientific management methods. The correlations between the variables demonstrate their roles in the model and support the model's validity.

### 4.3.2 Multivariate Regression Analysis

Multiple regression analysis was performed on the data to determine the relationship between the dependent variables brand service quality, perceived brand value, and brand image. The regression equation was significant,  $F=142.172$ ,  $p<0.001$ . the Durbin-Watson test value was 1.944, ranging from 1.8 ~ 2.2. the data were analysed by the Durbin-Watson test. The data were independent and met the requirements for linear regression. In the diagnostic results of covariance, the VIF value of brand service quality is 1.118. the VIF value of brand perceived value is 1.091. the VIF value of brand image is 1.195. the VIF value of customer loyalty is 1.073. the VIF is close to 1, which is in line with the requirements, indicating that there is no covariance in the data. Brand service quality ( $\beta=0.135$ ,  $p<0.05$ ), brand perceived value ( $\beta=0.217$ ,  $p<0.05$ ), and brand image ( $\beta=0.101$ ,  $p<0.05$ ) significantly and positively affect customer loyalty. Together, these variables explain the customer loyalty weight of 57.5 per cent, which meets the requirement, as shown in Table 4.3.

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F	Durbin-Watson
Constant	3.209	-	7.506	0.000		142.172	1.944
Brand Service Quality	0.135*	0.175	4.176	0.000	1.118		
Brand Perceived Value	0.101*	0.130	2.753	0.006	1.195		
Brand Image	0.297*	0.320	6.506	0.000	1.073		
R-squared	0.579						
Adjusted R-square	0.575						

Note: \*  $p<0.05$ , \*\*  $p<0.01$ , \*\*\*  $p<0.001$

According to the multiple regression analysis, the influence relationship between the variables is:

Customer loyalty = 3.209 + 0.135 brand service quality + 0.101 brand perceived value + 0.297 brand image

Therefore, based on the data analysis results, in the study of factors affecting customer loyalty, brand service quality has a significant positive impact, supporting the hypothesis H1; brand perceived value has a significant positive impact, supporting the hypothesis H2; brand image has a significant positive impact, supporting the hypothesis H3.

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

#### **5.1.1 Factors affecting customer loyalty to Catering Brands in Henan Province**

Through correlation and regression analysis, the Pearson correlation coefficients for brand service quality, brand perceived value, and brand image are obtained. The Pearson correlation coefficients are 0.591, 0.551, 0.572, and 0.584, respectively. All are greater than 0.5 and less than 0.9,  $p < 0.01$ , indicating a correlation between the variables.

The research results show that brand service quality, brand perceived value, and brand image affect customer loyalty. Brand service quality, brand perceived value, and brand image have a positive impact on customer loyalty.

#### **5.1.2 Brand service quality, brand perceived value, and brand image have a positive impact on customer loyalty**

1. The brand service quality of restaurant brands in Henan Province has a positive impact on customer loyalty. The following are several conclusions supporting this viewpoint:

Starting from customer needs and using high service levels and emotional appeal, winning brand satisfaction requires understanding customer needs as a starting point for improving brand satisfaction. This should be achieved through the concept of creating customer satisfaction and creating a market. Customer needs are constantly changing and are also differentiated. The development of the brand should first adapt to this characteristic, and the brand's marketing concept and business model should implement differentiation and synchronization strategies. Brands should accurately position their brand characteristics based on market research and convey them precisely to consumers, increasing consumer brand awareness. At the same time, the essence of brand service quality should be synchronization rather than homogenization. Quality is the core of enterprise and brand development and is a key link in gaining customer satisfaction and trust. Improving brand satisfaction should regard product service quality as the lifeline of brand development, and the restaurant industry's time-honored brands should maintain their own dietary characteristics.

In summary, the brand service quality of restaurant brands in Henan Province has a positive impact on customer loyalty. Therefore, brand restaurants should focus on the construction and management of brand service quality to ensure providing customers with a high-level dining environment.

2. The brand perceived value of restaurant brands in Henan Province has a positive impact on customer loyalty. This is mainly reflected in the following aspects:

Meeting Needs: When the products provided by the restaurant brands platform in Henan Province can meet customer needs, customers will feel satisfied. Whether it is the variety, quality, price, or function of the products, they need to match customer expectations.



**High Cost-Effectiveness:** Customers generally hope that the products they purchase will meet their needs while being reasonably priced. When products offer higher cost-effectiveness, customer satisfaction will increase accordingly.

**Personalized Customization:** The ability to customize products according to specific customer needs. This customized service can increase the value of the product, thereby enhancing customer loyalty.

In summary, the brand perceived value of restaurant brands on the platform in Henan Province has a positive impact on customer loyalty. By deeply understanding customer needs, optimizing product combinations, providing personalized customization services, strengthening service quality, and improving customer evaluation and feedback systems, the brand's perceived value can be further enhanced, thereby increasing customer loyalty.

3. In the restaurant industry in Henan Province, brand image has a positive impact on customer loyalty. This conclusion is based on a thorough understanding of brand image and extensive research on customer loyalty to the restaurant brands of Henan Province. The specific analysis and conclusions are as follows:

**Brand image** refers to the overall impression and evaluation of a company in the public's mind, including aspects such as the brand, reputation, and social responsibility of the company. In the restaurant brands of Henan Province, brand image is particularly important as it increases reliance on the brand.

**Brand Loyalty:** Restaurant brands with a high brand image in Henan Province are more likely to cultivate customer brand loyalty. Customers tend to choose brands they trust and like, and this loyalty results in higher customer retention and repeat visits.

**Word-of-Mouth Promotion:** A positive brand image helps in forming good word-of-mouth promotion. Satisfied customers will recommend the trusted platform to their friends and family, attracting more potential customers and further enhancing the platform's visibility and influence.

Furthermore, some studies suggest that when customers are satisfied with the brand image of a platform, their satisfaction and loyalty significantly increase. This improvement in satisfaction and loyalty not only helps retain existing customers but also attracts more new customers.

In summary, brand image has a positive impact on customer loyalty to the restaurant brands of Henan Province. To enhance customer loyalty, restaurant brands in Henan Province should focus on building and maintaining their brand image, actively fulfilling social responsibilities, and improving brand visibility and reputation. By establishing a good corporate image, these restaurant brands can earn customer trust and support, achieving sustainable development.

## **5.2 Recommendation**

5.2.1 Continuously Improve Brand Service Quality in Henan Province's Restaurant Brands to Enhance Customer Loyalty.

In the specific enhancement of employee quality, first, it is essential to raise employees' quality awareness. Develop a comprehensive annual training plan, mandating that each new employee undergo job training and obtain certification in quality management, work discipline, and safety operations before being qualified for the job. Regularly conduct management seminars or knowledge competitions in various work processes to enhance employees' quality awareness and understand that quality is key to gaining customer trust and increasing competitiveness.

Food quality is the lifeblood of time-honored restaurant brands and is fundamental to their development. Product quality is the soul of the brand; without quality assurance, brand marketing is merely an illusion and cannot achieve long-term sustainable benefits. In time-honored restaurant brands, quality control should focus particularly on ingredient control and production processes. During ingredient procurement, select green, pollution-free grains, vegetables, and meat products with a responsible attitude towards consumers and brand development. In the production process, strict adherence to operational standards is required.

In the innovation and research process, time-honored brands should be market-oriented, actively developing new products while maintaining their unique characteristics. Continuously enrich the range of dishes and flavors to avoid monotonous varieties and outdated tastes. Additionally, further optimize the production process, improve cooking techniques, and introduce modern food processing machinery. This improves production efficiency while achieving standardized process control, which helps to ensure food quality, reduce labor costs, lower overall prices, and enhance brand competitiveness.

By implementing these recommendations, restaurant brands in Henan Province can further improve their brand service quality, thereby increasing customer trust and satisfaction, and promoting the long-term development of the brand.

#### 5.2.2 Continuously Enhance the Perceived Value of Restaurant Brands in Henan Province to Increase Customer Loyalty.

To continuously enhance the perceived value of restaurant brands in Henan Province and increase customer loyalty, the following recommendations are proposed:

1. Deeply Understand Customer Needs: The restaurant brand platforms in Henan Province should regularly collect and analyze customer needs and feedback to ensure that the food meets customer demands.

2. Optimize Product Portfolio: Based on changes in customer needs, platforms should continually adjust and optimize their product offerings to ensure a diverse range of products with reliable quality and reasonable prices.

3. Improve the Quality of Product Review and Feedback Systems: Customer reviews and feedback are crucial channels for understanding brand perceived value. Ensure the fairness and objectivity of the review system, and encourage customers to provide honest feedback on the strengths and weaknesses of the food to improve the quality of dining.

In summary, implementing these recommendations can effectively enhance the perceived value of restaurant brands, thereby increasing users' willingness to continue using and their satisfaction.

### 5.2.3 Continuously Enhance the Brand Image of Restaurant Brands in Henan Province to Increase Customer Loyalty.

Based on the conclusion that the brand image of restaurant brands in Henan Province positively influences customer loyalty, the following specific recommendations are provided to help improve brand image and thereby increase customer loyalty:

1. Strengthen Brand Image Value: Under the premise of stable consumer values, brands with higher brand value are more favored by consumers and have higher brand loyalty. There is a positive correlation between brand value and brand loyalty. Higher customer value leads to higher repeat purchase rates and brand loyalty. According to the framework for studying brand loyalty, the main factors affecting brand value are economic value, functional value, and psychological value. Therefore, specific improvement strategies should be proposed to enhance brand value in the optimization of brand loyalty paths for time-honored restaurant brands in Henan.

2. Accelerate Product Innovation and Development: Although time-honored brands have deep historical accumulation and inherited production techniques, and clear advantages in food characteristics, they must not stagnate in the face of intense modern restaurant industry competition. They should adapt to new dining trends by combining modern dining concepts, modern technology, and traditional production techniques to continuously meet the evolving tastes of modern consumers.

3. Define Brand Personality and Enhance Psychological Value: Time-honored brands have inherent characteristics that give consumers a sense of stability and grandeur. Therefore, in terms of brand personality positioning, time-honored brands should leverage their inherent traits to enhance their fashion and modern appeal, blending traditional stability with contemporary style to create a new food culture trend that embodies both tradition and modernity.

By implementing the above suggestions, restaurant brands in Henan Province can comprehensively enhance their brand image, thereby increasing customer loyalty and satisfaction. This will help the platform stand out in the competitive market and achieve long-term stable development.

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## Appendix

Dear Sir/Madam:

Hello! I am a postgraduate student at Siam University, Thailand, and I am conducting a research on the factors affecting customer loyalty of restaurant brands in Henan Province, taking long-established brands as an example, and I need relevant research data. We hope that you will fill in the following questionnaire according to your specific situation. This questionnaire is divided into two parts. This survey is only for academic research, and will not bring you any negative impact, please feel free to answer. Thank you from the bottom of our hearts for your support! Thank you for your participation in this questionnaire. This survey will be conducted anonymously and your information will be kept confidential. Thank you again for your co-operation!

Questionnaire Answer Tips: Please answer all questions and ensure that the answers are true and reliable, please try not to choose a compromise answer, to achieve an accurate estimate; if there is no catering industry in Henan Province catering brands, please do not fill in to ensure that we collect the validity of the data. Thank you again for your support.

### **PART I :**

1. Your gender:  
A. Male B. Female
2. Your age group?  
A. Below 19 years B. 20-29 years C. 30-39 years D. 40 years and above
3. Your occupational status:  
A. Full-time student  
B. Government employee  
C. Public sector employee  
D. Private sector employee  
E. Self-employed F. Other
4. Your usual place of residence:  
A. Within 1-10 kilometres  
B. Within 10-50 kilometres  
C. Above 50-100 kilometres  
D. Above 100 kilometres
5. Survey on the basic impression of Henan catering old names
  - 1) Have you ever heard of the following Henan catering old names? Yes or No
  - 2) Have you ever dined in the following restaurants of Henan catering industry old names? Yes or No

### **Part II:**

Please indicate the extent to which you agree with the following statements. Choose the most appropriate option and place a "√" on the corresponding number. The questionnaire uses a Likert scale, with scores ranging from 1 to 5. 1 indicates strongly

disagree (or strongly disagree), 2 indicates somewhat disagree (or somewhat disagree), 3 indicates neutral, 4 indicates somewhat agree (or somewhat agree), and 5 indicates strongly agree (or strongly agree).

Measurement items	Strongly disagree	disagree	neutral	agree with	agree strongly
<b>Brand Service Quality</b>					
1. Are you satisfied with the high efficiency of the service provided by Henan Old Brand Restaurant?					
2. Are you satisfied with the enthusiasm of the service staff of the old brand restaurants in Henan?					
3. Are you satisfied with the unexpected items or services that the old Henan brand restaurants will provide for their customers? (e.g. desserts, snacks or small gifts to show appreciation)					
4. Are you satisfied with the Henan Old Brand restaurants in providing personalised service?					
5. Are you satisfied with the speed of serving food in Henan old brand restaurants?					
6. Are you satisfied with the quality of the service environment of the old brand restaurants in Henan?					
7. How satisfied are you with the constant warnings in case of unsafe situations in Henan's long-established branded restaurants?					
<b>Brand Perceived Value</b>					
1. Are you satisfied with the fresher and safer quality of food in established brand name restaurants?					
2. Are you satisfied with the service skills of the old brand restaurants in terms of making people feel happy?					



3. Are you satisfied with the abundance of products in the restaurants of old brands?					
4. Are you satisfied with the cost-effectiveness of Henan old brand restaurants?					
5. Are you satisfied with the personalised service provided by Henan Old Brand restaurants?					
6. Are you satisfied with the dining environment of Henan old brand restaurants?					
7. Are you satisfied with the additional services provided by Henan Old Brand?					
<b>Brand Image</b>					
1. Are you satisfied with the brand image, reputation and word-of-mouth of Henan's oldest brands?					
2. Do you perceive enjoying the services of this brand as a symbol of social status?					
3. Are you satisfied with the freshness of the ingredients, the taste of the dishes, and the artistry of the presentation of the dishes in this old Henan brand restaurant?					
4. How satisfied are you with the environment of this old Henan brand restaurant in terms of fun and comfort?					
5. How satisfied are you with the dining services provided by this Henan long-established brand restaurant in terms of being able to meet diversified consumption in daily life?					
6. How satisfied are you with the brand's ability to provide product appearance and ingredient packaging that meets consumer needs?					
7. Are you satisfied with the brand culture and brand values of this Henan long-established brand restaurant?					
<b>Customer Loyalty</b>					

1. Are you so satisfied with the presence of the brand in your daily meals that you consider yourself somewhat dependent on it?					
2. Are you very satisfied with this long-established catering brand and will you top up for membership?					
3. Are you very satisfied with the brand and would you recommend it to your friends and family?					

