



**A MARKETING STRATEGY ANALYSIS OF XIAOLONGKAN
HOTPOT IN THAILAND**

WU JIAWEI

6717195426

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

2025



**A MARKETING STRATEGY ANALYSIS OF XIAOLONGKAN
HOTPOT IN THAILAND**

WU JIAWEI

This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration


Advisor *Jidapa C.*
(Dr. Jidapa Chollathanratanapong)

Date: *27 / March / 2026*

.....
(Associate Professor *Jomphong* Mongkhonvanit)
Dean, Graduate School of Business

Date *06 / 05 / 2026*

Title: A MARKETING STRATEGY ANALYSIS OF XIAOLONGKAN HOTPOT IN THAILAND
Researcher: WUJIAWEI
Degree: Master of Business Administration
Major: International

Advisor: 
.....
(Dr. Jidapa Chollathanratanapong)

.....
27 / March / 2026
.....

ABSTRACT

With the accelerating globalization of the catering industry, Chinese hotpot brands have increasingly expanded into overseas markets, and Thailand has emerged as a strategic destination due to its open food culture, growing middle class, and high acceptance of international cuisines. However, significant challenges arise from differences in consumer preferences, cultural background, pricing sensitivity, and competitive intensity in the local catering market. This study conducted a systematic analysis of the marketing strategy of Xiaolongkan Hotpot in the Thai market by applying the 4Ps marketing mix theory, namely product, price, place, and promotion.

Against this background, this research aimed to evaluate how Xiaolongkan adapts its product offerings, pricing mechanisms, distribution channels, and promotional strategies to the Thai market, and to examine the impact of these marketing mix elements on consumer purchase intention. By identifying the strengths and limitations of Xiaolongkan's current marketing practices, the study sought to provide targeted insights for optimizing its marketing strategy and enhancing its competitiveness and sustainable development in the Thai catering market.

This research adopted the quantitative method. Primary data were collected through a questionnaire survey targeting consumers who have dined at Xiaolongkan Hotpot in Thailand. Statistical analysis techniques, including descriptive analysis, reliability and validity tests, correlation analysis, and regression analysis, were applied to examine the influence of the four marketing mix elements on consumer purchase intention.

The findings indicate that product strategy has the most significant influence on consumer purchase intention, followed by price, place, and promotion strategies. While Xiaolongkan's product quality and store environment are highly recognized,

deficiencies remain in product localization, pricing competitiveness, online channel coverage, and public relations activities. Based on the research results, this study proposes targeted recommendations to optimize Xiaolongkan's marketing strategy in the Thai market.

This research contributes to the application of the 4Ps marketing theory in the international catering industry and provides practical insights for Chinese catering brands seeking sustainable development in overseas markets.

Keywords: Xiaolongkan Hotpot, marketing strategy, 4Ps Theory, international catering, Thai market



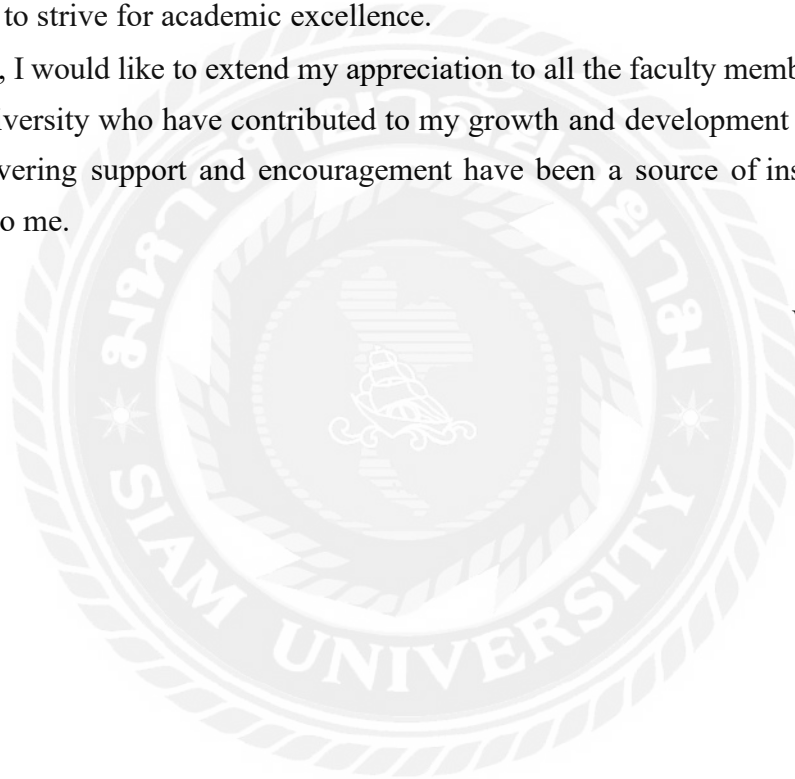
ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor for her invaluable guidance, support, and encouragement throughout my Independent Study. Her insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his 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 to me.

WU JIAWEI



DECLARATION

I, WU JIAWEI , hereby declare that this Independent Study entitled “*A Marketing Strategy Analysis of Xiaolongkan Hotpot in Thailand*” is an original work and has never been submitted to any academic institution for a degree.

(WU JIAWEI)

Jan 31, 2026



CONTENTS

ABSTRACT.....	I
ACKNOWLEDGEMENT.....	III
DECLARATION.....	IV
CONTENTS.....	V
LIST OF TABLES.....	VII
LIST OF FIGURES.....	VIII
Chapter 1 Introduction.....	1
1.1 Background of the Study.....	1
1.2 Questions of the Study.....	2
1.3 Objectives of the Study.....	2
1.4 Scope of the Study.....	3
1.5 Significance of the Study	4
1.6 Definition of Key Terms.....	5
Chapter 2 Literature Review.....	7
2.1 Introduction	7
2.2 Literature Review.....	7
2.3 Introduction to Xiaolongkan Hotpo.....	13
2.4 Conceptual Framework.....	14
Chapter 3 Research Methodology.....	16
3.1 Research Design.....	16
3.2 Population and Sample.....	16
3.3 Hypothesis.....	17
3.4 Research Instrument.....	18
3.5 Reliability and Validity Analysis of the Scale.....	19
3.6 Data Collection.....	21
3.7 Data Analysis.....	21

Chapter 4 Findings and Discussion.....	23
4.1 Findings.....	23
4.2 Discussion.....	28
Chapter 5 Conclusion and Recommendation	32
5.1 Conclusion.....	32
5.2 Recommendation.....	33
5.3 Further Study.....	36
References.....	38
Appendix.....	40



LIST OF TABLES

Table 3.1 Measurement Items.....	18
Table 3.2 Variable Reliability Test.....	19
Table 3.3 KMO and Bartlett's Test.....	20
Table 4.1 Descriptive Statistical Analysis of Respondents.....	23
Table 4.2 Correlation between Variables.....	25
Table 4.3 Multiple Regression Analysis.....	27
Table 4.4 Hypothesis Test Results.....	31



LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	15
Figure 3.1 Hypotheses.....	19



Chapter 1 Introduction

1.1 Background of the Study

With the continuous advancement of economic globalization and regional integration, the international expansion of Chinese catering brands has become an important manifestation of China's cultural and commercial "going global" strategy. In recent years, Chinese hotpot brands have shown strong growth momentum in overseas markets due to their distinctive dining experience, interactive consumption patterns, and strong social attributes. Among them, Xiaolongkan Hotpot, as a representative brand of Sichuan-style hotpot, has actively expanded into Southeast Asian markets, particularly Thailand, where it faces both significant opportunities and intense competitive pressure.

Thailand is widely recognized as one of Southeast Asia's most dynamic food consumption markets, characterized by a high degree of openness to foreign cuisines, a vibrant tourism industry, and a youthful consumer demographic with strong dining-out frequency. However, the Thai catering market is also highly competitive, with international brands, local restaurants, and fusion cuisine coexisting (Kotler & Keller, 2016). For Chinese hotpot brands such as Xiaolongkan, entering the Thai market is not merely a process of replicating domestic business models, but rather one that requires strategic adaptation in marketing mix decisions, including product localization, pricing strategies, channel selection, and promotional communication.

The 4Ps marketing theory, proposed by McCarthy (1964), provides a systematic framework for analyzing how firms design and implement marketing strategies through four core dimensions: Product, Price, Place, and Promotion. This theory has been widely applied in international marketing research and practice, particularly in the foodservice industry, where consumer perception, cultural compatibility, and service experience play crucial roles (Kotler et al., 2017). In the context of overseas expansion, effective coordination of the 4Ps elements is essential for enhancing brand recognition, customer satisfaction, and market competitiveness.

Existing studies on Chinese catering brands' internationalization mainly focus on cultural communication, brand image, and consumer behavior, while empirical research on marketing strategy adaptation in specific host countries remains relatively limited, especially from the perspective of a structured marketing mix framework. Moreover, Thailand's unique cultural background, dietary habits, price sensitivity,

and media environment further complicate the formulation of standardized marketing strategies.

Therefore, this study took Xiaolongkan Hotpot in Thailand as the research object and applied the 4Ps marketing theory to systematically analyze its marketing strategy. By examining how Xiaolongkan designs its product offerings, pricing mechanisms, distribution channels, and promotional activities in the Thai market, this study aimed to identify existing strengths and weaknesses, and to propose targeted optimization strategies. The research not only contributes to the theoretical application of the 4Ps framework in international foodservice marketing, but also provides practical references for Chinese catering brands seeking sustainable development in overseas markets.

1.2 Questions of the Study

Based on the research background and the theoretical framework of the 4Ps marketing mix, this study sought to explore the marketing strategy of Xiaolongkan Hotpot in Thailand through the following four research questions:

1. How does Xiaolongkan Hotpot adapt its products to Thai consumer preferences?
2. How do Xiaolongkan Hotpot's pricing strategies affect Thai consumers' purchase intention?
3. How effective are Xiaolongkan Hotpot's distribution and location strategies in Thailand?
4. How effective are Xiaolongkan Hotpot's promotional strategies in influencing Thai consumers' purchase intention?

1.3 Objectives of the Study

Corresponding to the above research questions, this study aimed to achieve the following four research objectives:

1. To examine Xiaolongkan Hotpot's product strategy in Thailand, focusing on menu localization, product quality, and dining experience design.

2. To examine the pricing strategy of Xiaolongkan Hotpot in the Thai market, and evaluate its alignment with consumer expectations and competitive positioning.
3. To assess the effectiveness of Xiaolongkan Hotpot's place strategy, including store location, distribution channels, and service accessibility in Thailand.
4. To assess the effectiveness of Xiaolongkan Hotpot's promotional strategies in influencing consumers' purchase intentions in Thailand.

1.4 Scope of the Study

This study focused on the marketing strategy of Xiaolongkan Hotpot in Thailand, using the 4Ps marketing mix theory as the primary analytical framework. The research scope was defined from four dimensions: research case, research variables, geographical scope, and analytical perspective, in order to ensure the clarity, feasibility, and academic rigor of the study.

In terms of the research case, this study took Xiaolongkan Hotpot as a representative case of Chinese hotpot brands expanding into overseas markets. Xiaolongkan has established a relatively stable brand presence in Thailand and demonstrates typical characteristics of Chinese catering brands in terms of product positioning, pricing level, store format, and promotional strategy. Therefore, it served as an appropriate case for analyzing international marketing strategies under the 4Ps framework.

Regarding the research variables, this study concentrated on the four core elements of the 4Ps theory:

Product strategy includes menu design, flavor localization, product quality, and dining experience. Price strategy includes pricing level, price competitiveness, and perceived value. Place strategy focuses on store location, accessibility, and distribution channels. Promotion strategy includes advertising, social media marketing, brand communication, and customer engagement activities.

Other aspects such as internal management or supply chain operations were not the primary focus of this study and were discussed only when closely related to marketing strategy.

In terms of geographical scope, the research was limited to the Thai market. Thailand was selected because it represents a typical Southeast Asian emerging market with high acceptance of foreign cuisines and strong competition in the catering industry. The conclusions drawn from this study are mainly applicable to similar markets and may not be fully generalized to other regions without further verification.

From the analytical perspective, this study adopted a marketing strategy analysis approach based on classical marketing theory rather than a purely financial or operational perspective. By applying the 4Ps framework, the study aimed to provide a structured and systematic evaluation of Xiaolongkan's marketing practices in Thailand.

1.5 Significance of the Study

This study holds significant theoretical and practical value in the field of international marketing and catering brand management.

From a theoretical perspective, this study contributes to the application and extension of the 4Ps marketing theory in the context of international catering brands. Although the 4Ps framework has been widely used in marketing research, many existing studies focus on manufacturing or fast-moving consumer goods, while fewer studies apply it systematically to the international catering industry, particularly Chinese brands expanding into Southeast Asia.

By taking Xiaolongkan Hotpot in Thailand as a case study, this research demonstrates how traditional marketing mix theory can be adapted to analyze service-oriented and experience-based industries in cross-cultural environments. The study enriches existing literature by combining classical marketing theory with the characteristics of ethnic cuisine, experiential consumption, and cultural adaptation.

Moreover, this research helps fill the gap in academic studies concerning Chinese hotpot brands' overseas marketing strategies, providing empirical and analytical references for future research in international foodservice marketing.

From a practical perspective, this study provides valuable insights for Chinese catering enterprises seeking international expansion. The findings offer concrete guidance on how to optimize product localization, pricing strategies, store location selection, and promotional activities in overseas markets such as Thailand.

For Xiaolongkan Hotpot, the study identifies potential strategic issues and improvement opportunities, helping the brand enhance its market competitiveness,

brand image, and customer satisfaction. In addition, the conclusions of this research may also serve as a reference for other Chinese catering brands entering similar markets, contributing to the sustainable development of China's catering industry abroad.

1.6 Definition of Key Terms

To ensure conceptual clarity and academic consistency, key terms used in this study are defined as follows:

4Ps Marketing Theory

The 4Ps Marketing Theory refers to a classical marketing framework consisting of Product, Price, Place, and Promotion, proposed by McCarthy (1964). It provides a systematic approach for firms to design and implement marketing strategies by coordinating these four elements to meet customer needs and achieve organizational goals.

Product Strategy

In this study, product strategy refers to decisions related to menu design, food quality, taste adaptation, dining atmosphere, and overall consumption experience offered by Xiaolongkan Hotpot in Thailand. It emphasizes both tangible products (food and ingredients) and intangible elements (service quality and cultural experience).

Price Strategy

Price strategy refers to the pricing policies adopted by Xiaolongkan Hotpot in the Thai market, including price level, value perception, and competitiveness relative to local and international competitors.

Place Strategy

Place strategy refers to the distribution and accessibility of Xiaolongkan Hotpot, including store location, proximity to target customers, and convenience of consumption in the Thai market.

Promotion Strategy

Promotion strategy refers to marketing communication activities aimed at increasing brand awareness and customer engagement, such as advertising, social media marketing, sales promotions, and public relations.

Customer Purchase Intention

Customer purchase intention refers to consumers' behavioral tendency to choose and continue consuming Xiaolongkan Hotpot in the future. In this study, it includes three dimensions: repurchase intention, recommendation intention, and continuous choice intention.



Chapter 2 Literature Review

2.1 Introduction

The literature review provides the theoretical foundation for this study by examining previous research related to marketing strategy, the 4Ps marketing mix, and international catering brands. By synthesizing relevant theories and empirical studies, this chapter clarifies the academic basis for analyzing Xiaolongkan Hotpot's marketing strategy in Thailand and identifies existing research gaps.

2.2 Literature Review

2.2.1 The 4Ps Marketing Mix in International Catering Markets

The 4Ps marketing theory, proposed by McCarthy (1964), is one of the most influential and widely applied frameworks in marketing management. The theory conceptualizes marketing activities through four core elements: Product, Price, Place, and Promotion, which together form an integrated marketing mix designed to satisfy customer needs and achieve organizational objectives. Over several decades, the 4Ps framework has been extensively adopted in both academic research and managerial practice due to its clarity, operability, and systematic structure.

From a theoretical perspective, the 4Ps framework emphasizes that marketing effectiveness does not rely on a single factor, but rather on the coordinated interaction of multiple strategic elements. Kotler and Keller (2016) argued that firms must align product attributes, pricing mechanisms, distribution channels, and communication strategies to create coherent value propositions. Inconsistent or poorly coordinated marketing mix decisions may weaken brand image and reduce customer satisfaction, particularly in highly competitive markets.

In the context of international marketing, the 4Ps theory has been further developed to address cross-cultural and cross-market challenges. Cateora et al. (2020) highlight that international firms must decide whether to standardize or adapt each element of the marketing mix based on local market conditions. While standardization can reduce costs and maintain brand consistency, adaptation is often necessary to accommodate differences in consumer preferences, cultural norms, income levels, and regulatory environments.

For the international catering industry, the applicability of the 4Ps framework is especially significant. Unlike tangible goods, catering services combine food products with service experience, atmosphere, and cultural symbolism. As a result, product strategy involves not only menu design but also dining experience; pricing strategy reflects both economic value and brand positioning; place strategy relates closely to physical accessibility and consumption convenience; and promotion strategy must communicate experiential and emotional value.

In this study, the 4Ps marketing theory served as the core analytical framework for examining Xiaolongkan Hotpot's marketing strategy in Thailand. By systematically analyzing each component of the marketing mix, the study aimed to assess how effectively Xiaolongkan adapts its strategies to the Thai market and how these strategies collectively influence Thai consumers' purchase intention toward the brand.

2.2.2 Product Strategy in the International Catering Industry

Product strategy is a central component of the marketing mix, particularly in the catering industry, where consumption is highly experiential and culturally embedded. In international catering markets, product strategy extends beyond the physical attributes of food to include taste, presentation, service quality, dining environment, and symbolic cultural value. Grönroos (2007) emphasized that in service-dominant industries, value is co-created through interaction between the firm and consumers, making product design a multidimensional process.

For international restaurant brands, localization of product offerings has been widely recognized as a critical success factor. Previous studies indicate that differences in dietary habits, flavor preferences, and food culture significantly influence consumer acceptance (Yap & Kew, 2007). In Southeast Asian markets such as Thailand, consumers tend to prefer balanced flavors, moderate spiciness, and freshness, which may differ from traditional Sichuan hotpot characteristics. Therefore, Chinese hotpot brands must carefully adjust menu composition while maintaining core brand identity.

Research on ethnic cuisine brands suggests that successful product strategies often adopt a hybrid approach, combining standardized signature items with localized adaptations (Levitt, 1983). This approach allows brands to preserve authenticity while reducing cultural resistance. In addition, product quality consistency is essential in overseas markets, as foreign brands are often subject to higher scrutiny from consumers.

In the case of Xiaolongkan Hotpot in Thailand, product strategy includes decisions related to soup base selection, ingredient sourcing, portion size, and dining experience design. These elements directly influence consumer purchase intention and

repeat purchase behavior. Therefore, analyzing product strategy from an international marketing perspective is crucial for understanding Xiaolongkan's competitive positioning in the Thai catering market.

2.2.3 Pricing Strategy in Overseas Foodservice Markets

Pricing strategy plays a vital role in shaping consumer perception and determining market positioning, especially for international catering brands entering unfamiliar markets. Monroe (2003) argued that price functions not only as a monetary cost but also as a signal of quality, value, and brand status. For foreign restaurant brands, inappropriate pricing may lead to consumer skepticism or misalignment between price and perceived value.

In emerging markets such as Thailand, consumer price sensitivity varies significantly across income groups and consumption scenarios. Research shows that urban middle-class consumers are often willing to pay premium prices for branded dining experiences, while price-conscious consumers remain sensitive to affordability (Hwang & Ok, 2013). As a result, international catering brands must carefully balance premium positioning with market accessibility.

Pricing strategy in international catering typically includes value-based pricing, competitive pricing, and psychological pricing. Value-based pricing emphasizes perceived benefits relative to cost, while competitive pricing considers local competitors' price levels. Psychological pricing strategies, such as bundle pricing or set menus, are also commonly used in the restaurant industry to enhance perceived value.

For Xiaolongkan Hotpot in Thailand, pricing decisions must consider factors such as local income levels, dining frequency, competitive landscape, and brand image. An effective pricing strategy can strengthen consumer purchase intention and reinforce brand positioning, while inappropriate pricing may limit market penetration and reduce competitiveness.

2.2.4 Place Strategy and Distribution in the Catering Industry

Place strategy refers to decisions related to distribution channels and physical accessibility, which are particularly important in the catering industry due to the on-site nature of consumption. Berman and Evans (2018) emphasized that store location directly affects customer flow, visibility, and brand exposure. In service-based industries, place strategy is therefore not only a logistical decision but also a core component of customer experience creation.

In international markets, place strategy involves not only selecting optimal locations but also adapting to local urban structures, business regulations, and consumer mobility patterns. Research indicates that restaurants located in commercial districts, shopping malls, and tourist areas tend to attract higher foot traffic and stronger brand recognition. This makes location choice a strategic factor in building market presence and brand legitimacy in foreign markets.

For foreign catering brands, cooperation with local partners and franchise models are often adopted to reduce entry barriers and operational risks. In addition, the rise of food delivery platforms has expanded the concept of place strategy beyond physical locations, transforming distribution into a hybrid model that integrates offline dining spaces and online service accessibility. This evolution reshapes consumer access patterns and market coverage.

In Thailand, where tourism and urban dining culture are highly developed, Xiaolongkan Hotpot's place strategy plays a critical role in enhancing accessibility and market presence. Evaluating store location choices, physical accessibility, and distribution channels helps to assess the effectiveness of Xiaolongkan's market entry strategy and its influence on consumer purchase intention and brand competitiveness in the Thai catering market.

2.2.5 Promotion Strategy and Brand Communication

Promotion strategy encompasses all communication activities designed to inform, persuade, and remind consumers about a brand. In the catering industry, promotional strategies increasingly emphasize emotional engagement and experiential storytelling rather than purely informational advertising. This reflects the shift from transactional marketing toward relationship-based and experience-oriented brand communication.

Kaplan and Haenlein (2010) highlighted that social media platforms have transformed marketing communication by enabling interactive dialogue between brands and consumers. For international catering brands, digital marketing, influencer collaborations, and platform-based engagement strategies are particularly effective in enhancing brand awareness and brand familiarity among younger consumer segments.

Cultural sensitivity is a critical factor in overseas promotion strategies. Research suggests that promotional messages aligned with local cultural values are more likely to resonate with consumers and enhance brand acceptance (Mangold & Faulds, 2009). Visual content, word-of-mouth marketing, and user-generated content are widely used in the foodservice industry to build authenticity, trust, and emotional connection.

For Xiaolongkan Hotpot in Thailand, promotion strategy includes advertising, social media marketing, influencer cooperation, and brand storytelling. Effective

promotion enhances brand visibility, customer engagement, and consumer purchase intention, thereby strengthening Xiaolongkan's competitive positioning in the Thai catering market.

2.2.6 International Marketing Strategy of Chinese Catering Brands

The international expansion of Chinese catering brands has accelerated in recent years, driven by globalization and the increasing global interest in Chinese cuisine. However, existing studies indicate that Chinese catering brands face significant challenges in overseas markets, particularly in relation to cultural distance, limited brand recognition, and intensified market competition.

Research suggests that adopting a structured marketing mix strategy is essential for addressing these challenges. By systematically managing product adaptation, pricing alignment, distribution efficiency, and promotional communication, brands can enhance market acceptance, customer trust, and long-term sustainability in foreign markets. A well-coordinated marketing mix enables international brands to respond more effectively to differences in consumer preferences, cultural norms, and market environments.

Nevertheless, empirical research focusing specifically on Chinese hotpot brands in Southeast Asia remains limited. Most existing studies emphasize general internationalization strategies or cultural adaptation at a conceptual level, while lacking market-specific, case-based empirical analysis grounded in established marketing frameworks. This research gap highlights the need for structured empirical studies that apply classical marketing theories, such as the 4Ps marketing mix, to concrete market contexts.

Therefore, this study took Xiaolongkan Hotpot in Thailand as a case example to examine how a Chinese catering brand adapts its marketing strategies in a Southeast Asian market. By applying the 4Ps framework, this research contributes empirical evidence to the international marketing literature and provides a systematic analytical perspective for understanding the overseas development of Chinese catering brands.

2.2.7 Consumer Purchase Intention

Consumer purchase intention is one of the core concepts in consumer behavior research and is widely used to predict consumers' future purchasing behavior. Fishbein and Ajzen (1975) stated that purchase intention refers to an individual's subjective judgment of the probability that a certain purchasing behavior will occur, reflecting the individual's willingness to perform that behavior. Based on the Theory of Reasoned Action and the Theory of Planned Behavior, Ajzen (1991) further indicated that behavioral intention is the most direct antecedent variable of actual

behavior and is the result of the combined effects of attitudes, cognition, and social norms. Therefore, at the theoretical level, purchase intention is regarded as an important mediating variable for explaining and predicting consumer behavior.

In the field of marketing research, purchase intention is widely used as a core outcome variable for evaluating the effectiveness of marketing strategies. Kotler and Keller (2016) pointed out that corporate marketing activities influence consumers' cognition and attitudes, and then shape their purchase intention and behavioral responses. Zeithaml (1988), from the perspective of perceived value theory, emphasize that consumers' perception of the value of products or services plays a key role in the formation of purchase intention, indicating that marketing elements indirectly affect consumers' purchase decisions by influencing value perception.

In the fields of service industry and catering research, due to the experiential and intangible characteristics of the consumption process, the importance of purchase intention is particularly prominent. Related studies have shown that factors such as service quality, dining experience, brand image, and customer satisfaction significantly influence consumers' purchase intention (Han & Kim, 2010; Ryu et al., 2012). This indicates that consumer intention is influenced not only by functional attributes but also by emotional experience and psychological perception factors.

In the context of international marketing, consumer purchase intention is also influenced by cultural adaptability, localization level, and brand trust. The study by Steenkamp and de Jong (2010) indicated that foreign brands that effectively adapted to local consumer preferences and cultural characteristics were more likely to gain market recognition and form stable purchase intention. This view shows that in overseas markets, the local adaptability of marketing strategies is an important mechanism affecting consumer purchase intention.

Therefore, this study took consumer purchase intention as the core dependent variable. Under the framework of the 4Ps marketing mix theory, it systematically analyzed the influence mechanisms of Xiaolongkan Hotpot's product strategy, pricing strategy, place strategy, and promotion strategy on consumer purchase intention in the Thai market, thereby constructing a theoretical analysis path of "marketing strategy – consumer psychological perception – behavioral intention" and providing theoretical support for international catering brand marketing research.

2.2.8 Cultural Industry

Cultural industry emphasizes the importance of cultural products in economic and social structures, particularly in modern market economies. Hughes et al. (2007) argued that the relationship between open-source culture and the entertainment industry involves the intersection of economic, design science, and art and cultural

theories, highlighting the transformative and influential role of technological change on cultural products. For example, the application of open-source concepts in the arts and entertainment sectors has not only altered production methods but also influenced consumers' values and participation patterns, thereby reshaping the landscape of the cultural industry. This theory provides new perspectives on cultural product innovation and reveals how economic conditions influence creative practices.

Additionally, Throsby (2010) explored the relationship between the economic and cultural values of the cultural industry in “Cultural Policy Economics,” emphasizing the importance of understanding this relationship for effective policy-making. He argued that cultural policy-making must consider the economic impacts of cultural resources and seek balance within the cultural market to promote the sustainable development of the cultural industry and related sectors. This perspective offers significant guidance for understanding the complexity of modern cultural industries and how to advance the realization of cultural value within an economic framework.

2.3 Introduction to Xiaolongkan Hotpot

Xiaolongkan Hotpot is a representative Chinese Sichuan–Chongqing hotpot brand founded in 2014 in Chengdu, China. As a standardized chain brand specializing in traditional Chinese hotpot cuisine, Xiaolongkan has developed a large-scale store network and established a stable brand presence in both domestic and international markets. Through rapid brand expansion and franchising strategies, the company has built an extensive business footprint across multiple regions worldwide.

In recent years, Xiaolongkan has actively promoted its internationalization strategy by expanding into overseas markets, particularly in Southeast Asia. The brand has established operational outlets across several continents, reflecting its transition from a domestic catering brand to an international foodservice enterprise. This global expansion reflects the increasing competitiveness and outward orientation of Chinese catering brands in the international market.

Thailand represents one of Xiaolongkan's key overseas strategic markets. The brand officially entered the Thai market in September 2023 with the opening of its first store in Bangkok, followed by the establishment of additional outlets in major commercial and urban districts. These developments mark Xiaolongkan's formal integration into the Thai catering market and its positioning within Thailand's competitive urban dining environment.

As a Chinese hotpot brand operating in a foreign market, Xiaolongkan faces challenges related to consumer preference differences, cultural adaptation, price sensitivity, market competition, and brand localization. These characteristics make Xiaolongkan a representative and appropriate case for examining how Chinese catering brands adjust their marketing strategies in overseas markets.

Therefore, Xiaolongkan Hotpot in Thailand is selected as the research object of this study. Based on the 4Ps marketing mix framework, this research analyzes Xiaolongkan's product, pricing, distribution, and promotion strategies, and systematically examines their influence on consumer purchase intention in the Thai market. The case provides an empirical basis for understanding international marketing strategies of Chinese catering brands in emerging markets.

2.4 Conceptual Framework

Based on the 4Ps marketing mix theory, this study constructed a theoretical framework to examine the impact of marketing strategies on consumer purchase intention, using Xiaolongkan Hotpot in the Thai market as the research context. Drawing on relevant marketing literature, the framework incorporates four core dimensions—product strategy, price strategy, place strategy, and promotional strategy—as independent variables, reflecting consumers' perceptions of product quality and dining experience, price fairness and value for money, service accessibility and channel convenience, and marketing communication effectiveness. Consumer purchase intention is defined as the dependent variable, representing consumers' willingness to choose, repurchase, and recommend the brand. By systematically analyzing the relationships between the 4Ps marketing mix and purchase intention, this framework provides a theoretical basis for empirical analysis and offers insights for optimizing Xiaolongkan Hotpot's overseas marketing strategies.

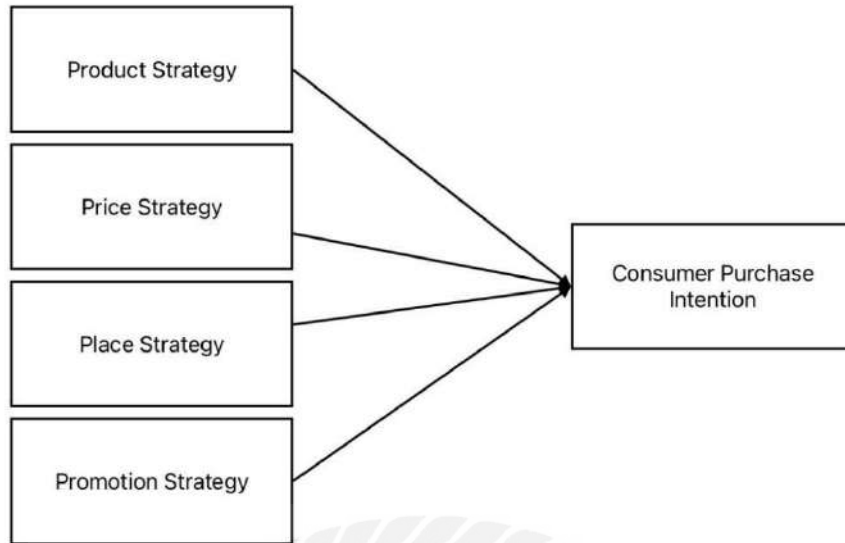
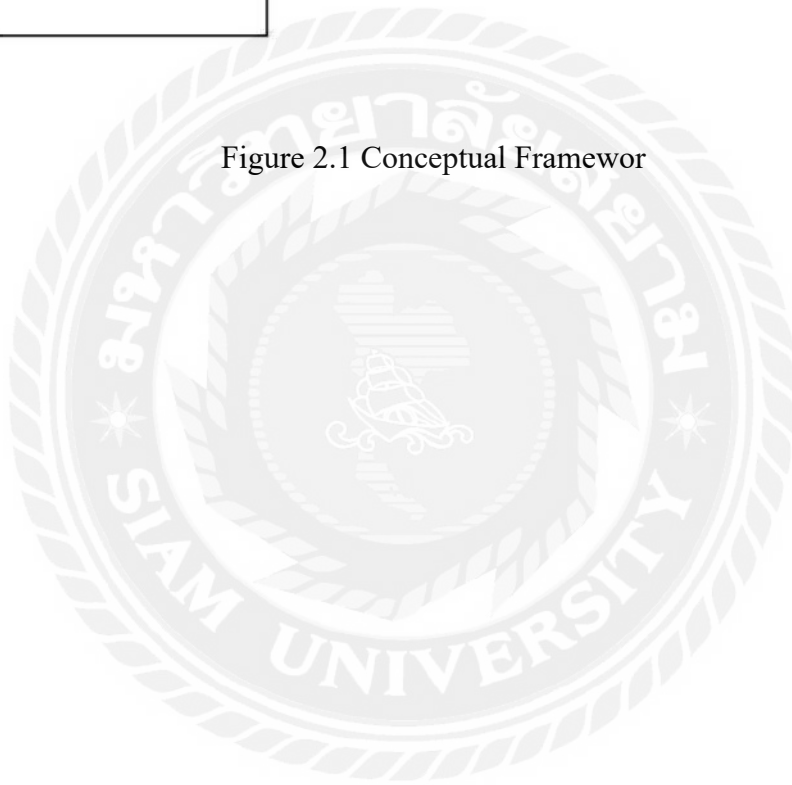


Figure 2.1 Conceptual Framework



Chapter 3 Research Methodology

3.1 Research Design

This study adopted a quantitative research design to examine the impact of marketing strategies on consumer purchase intention for Xiaolongkan Hotpot in the Thai market. Quantitative research is appropriate for this study because it allows the systematic measurement of consumers' perceptions and the statistical testing of relationships between variables.

The primary research method used in this study was a questionnaire survey with closed-ended questions and rating scale items. The questionnaire was designed based on the 4Ps marketing mix theory and included measurement items for product strategy, price strategy, place strategy, promotional strategy, and consumer purchase intention. All variables were measured using Likert-scale questions to quantify respondents' attitudes and perceptions.

Data collected from the questionnaire were used for statistical analysis to examine the relationships between the independent variables (product strategy, price strategy, place strategy, and promotional strategy) and the dependent variable (purchase intention). This research design enables objective data collection and provides empirical evidence to support the research objectives and analysis.

3.2 Population and Sample

This study defined its population as consumers who have previously dined at Xiaolongkan Hotpot in Thailand. The target population included both Thai and non-Thai consumers with actual dining experience at Xiaolongkan restaurants in the Thai market during the study period. Based on the research design and the requirements of multivariate statistical analysis, a sample was drawn from the target population. After screening, a total of 453 valid responses were included in the final sample, which meets the recommended sample size standards for empirical analysis and ensures sufficient statistical power.

In terms of sampling, this study adopted a non-probability sampling method, using purposive sampling to ensure respondents had relevant consumption experience and convenience sampling to improve feasibility. This approach is appropriate for consumer behavior research in contexts where a complete sampling frame is unavailable.

The key demographic and behavioral characteristics of sample included gender, age, nationality, group type, monthly income level, frequency of dining out, and frequency of dining at Xiaolongkan Hotpot. These variables were used to depict the

sample structure and serve as control variables in subsequent analyses. Overall, the sample reasonably reflected the main characteristics of Xiaolongkan Hotpot consumers in Thailand and provides an adequate basis for the empirical analysis.

3.3 Hypothesis

Based on the 4Ps marketing mix theory proposed by McCarthy (1964) and related marketing research, a firm's marketing strategy influences consumer cognition and behavior through the combined effects of product, price, place, and promotion, thereby shaping the consumer decision-making process. In the food service industry, consumers' purchase intention is influenced not only by perceived product quality and dining experience, but also by price fairness, consumption convenience, and the effectiveness of brand communication.

In an international market context, the impact mechanisms of marketing mix elements on consumer behavior become more complex due to cultural differences, variations in consumption habits, and differences in market structures. Prior studies indicate that product localization, perceived value, channel accessibility, and promotional effectiveness exert significant effects on consumers' purchase intention (Kotler & Keller, 2016; Cateora et al., 2020). Therefore, in the context of multinational expansion of restaurant brands, a systematic examination of the pathways through which the 4Ps elements influence consumer purchase intention is of both theoretical and practical significance.

Based on the above theoretical foundations and research logic, and considering the actual operational context of Xiaolongkan Hotpot in the Thai market, this study proposed the following research hypotheses:

H1: Xiaolongkan Hot Pot's product strategy has a significant positive impact on consumer purchase intention.

H2: Xiaolongkan Hot Pot's price strategy has a significant positive impact on consumer purchase intention.

H3: Xiaolongkan Hot Pot's channel strategy has a significant positive impact on consumer purchase intention.

H4: Xiaolongkan Hot Pot's promotional strategy has a significant positive impact on consumer purchase intention.

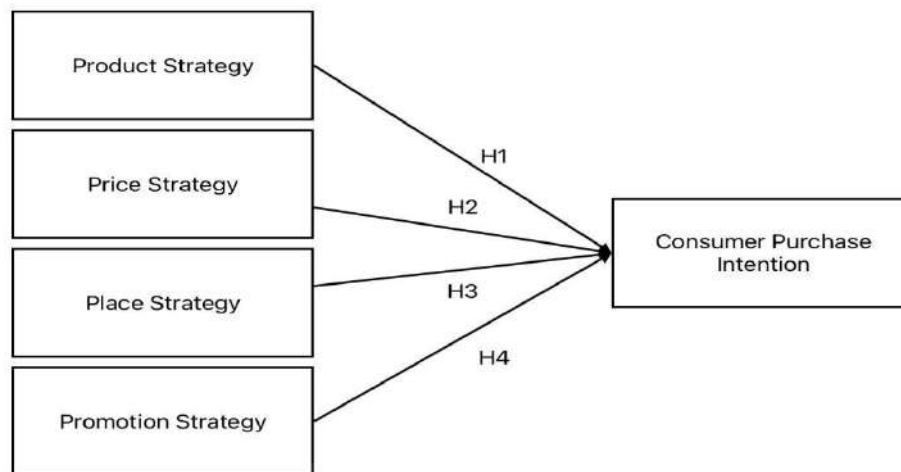


Figure 3.1 Hypotheses

3.4 Research Instrument

This study developed a measurement framework based on the 4Ps marketing mix theory, with product, price, place, and promotion strategies as independent constructs and consumer purchase intention as the dependent construct, forming a “marketing strategies–consumer behavior” research model. A structured questionnaire is used to operationalize all constructs for quantitative analysis.

Product strategy measures consumers’ perceptions of product quality, variety, localization, and overall dining experience.

Price strategy assesses perceived price fairness, value for money, and price attractiveness.

Place strategy evaluates service accessibility and consumption convenience through physical stores and online channels.

Promotion strategy captures brand communication effectiveness, information exposure, and promotional influence.

Purchase intention, as the dependent construct, reflects consumers’ future consumption willingness and brand recommendation intention.

Table 3.1 Measurement Items

Variable	Item No.	Survey Item (1=Strongly Disagree, 5=Strongly Agree)
Product Strategy	Q1	The taste of Xiaolongkan hotpot meets my expectations.
	Q2	The ingredients (meat, vegetables, etc.) at Xiaolongkan are fresh and of high quality.
	Q3	The menu offers a sufficient variety of choices to satisfy my dining needs.
	Q4	Xiaolongkan has adapted its flavors or dishes to suit Thai preferences (e.g., spice level).
Price Strategy	Q5	I find the pricing of Xiaolongkan to be reasonable.
	Q6	Compared to other similar hotpot brands, Xiaolongkan offers good value for money (high cost-performance).
	Q7	The discount or promotional pricing activities at Xiaolongkan are attractive to me.
Place Strategy	Q8	The location of Xiaolongkan outlets is convenient for me to visit.
	Q9	The in-store dining environment (cleanliness, ambiance, comfort) is pleasant.
	Q10	Ordering food from Xiaolongkan through online platforms (e.g., food delivery apps) is convenient.
Promotion Strategy	Q11	I am frequently exposed to Xiaolongkan's advertisements (e.g., on social media, outdoor boards).
	Q12	Xiaolongkan's public relations or brand image activities enhance my favorable impression of the brand.
	Q13	Xiaolongkan's sales promotions (e.g., coupons, set meals) can stimulate my purchase desire.
	Q14	Xiaolongkan's content on social media (e.g., Facebook, Instagram, TikTok) is interesting and engaging.
Purchase Intention	Q15	I am willing to visit Xiaolongkan again in the future.
	Q16	I am willing to recommend Xiaolongkan to my friends, family, or colleagues.

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Questionnaire Reliability Analysis

Table 3.2 Variable Reliability Test

Variable	Number of Items	Cronbach's α Coefficient
Product Strategy	4	0.816

Price Strategy	3	0.880
Place Strategy	3	0.878
Promotion Strategy	4	0.800
Purchase Intention	2	0.902
Overall Questionnaire Scale	16	0.819

As shown in Table 3.2 above, to evaluate the internal consistency of the measurement scale, this study conducted Cronbach's α reliability test on each dimension and the overall questionnaire items. The results showed that the Cronbach's α coefficients of the five core dimensions all exceeded the acceptable criterion of 0.7, with the specific results as follows: Product Strategy (4 items): $\alpha = 0.816$, Price Strategy (3 items): $\alpha = 0.880$, Place Strategy (3 items): $\alpha = 0.878$, Promotion Strategy (4 items): $\alpha = 0.800$, Purchase Intention (2 items): $\alpha = 0.902$. Among them, Purchase Intention had the highest Cronbach's α coefficient (0.902), reaching an excellent level of internal consistency; Promotion Strategy had the relatively lowest coefficient (0.800), yet it still fell within the favorable range of reliability standards. The Cronbach's α coefficient of the overall questionnaire scale was 0.819, which indicated that the 16 items of the entire scale possessed a high level of internal consistency as a whole.

In summary, the measurement scale designed in this study demonstrates excellent measurement reliability at both the individual dimension and the overall level, and it can effectively assess the research subjects' perceptions and behavioral tendencies in terms of Product Strategy, Price Strategy, Place Strategy, Promotion Strategy and Purchase Intention. This provides a solid guarantee of data quality for subsequent empirical analyses such as factor analysis and structural equation modeling (SEM) tests.

3.5.2 Questionnaire Validity Analysis

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.788
Bartlett's Test of Sphericity	Approx. Chi-Square	3405.834
	df	120.000
	Sig.	0.000

As shown in Table 3.3 above, before conducting Exploratory Factor Analysis (EFA), the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity are critical prerequisite steps to evaluate whether the data is suitable for factor extraction. The KMO value of the scale in this study was 0.788, which is significantly higher than the acceptable threshold of 0.7, indicating that there is

sufficient common variance among variables, the sampling adequacy is good, and the data is suitable for factor analysis.

The results of Bartlett's Test of Sphericity show that the approximate chi-square value was 3405.834, with degrees of freedom (df) of 120.000 and a significance level (Sig.) of 0.000 ($p < 0.001$), which is much lower than the critical criterion of 0.01. This indicates that there is a significant difference between the correlation matrix and the identity matrix, and there are significant correlations among the variable items.

3.6 Data Collection

This study employed a structured questionnaire as the primary data collection instrument to conduct an empirical survey among consumers in Thailand who had prior dining experience at Xiaolongkan Hotpot. The questionnaire was developed based on the 4Ps marketing mix theory, with systematic measurement of key variables including product strategy, price strategy, place strategy, promotion strategy, and consumer purchase intention. All items were measured using a five-point Likert scale (1 = strongly disagree, 5 = strongly agree) to ensure data quantifiability and suitability for statistical analysis.

The survey was conducted in Thailand between November 2025 and January 2026, using a combination of online and offline distribution methods to enhance sample coverage and structural diversity. A total of 500 questionnaires were distributed, of which 453 valid responses were collected, yielding an effective response rate of 90.6%. During the data screening stage, questionnaires with missing information, logical inconsistencies, or clearly invalid responses were excluded, resulting in a final dataset suitable for empirical analysis.

Through a standardized questionnaire design process and a structured data collection procedure, the stability, consistency, and reliability of the research data were ensured, providing a solid foundation for subsequent statistical analysis and model testing.

3.7 Data Analysis

To ensure the scientific rigor and reliability of the research results, this study conducted a systematic statistical analysis of the questionnaire data. First, descriptive statistical analysis was applied to understand the basic characteristics and distribution of the sample data. Then, reliability and validity tests were carried out. Cronbach's α coefficient was used to assess internal consistency, while the KMO test, Bartlett's test of sphericity, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA) were employed to examine the rationality of the measurement structure and the goodness of model fit.

In the analysis of variable relationships, correlation analysis was first conducted to preliminarily test the relationships among the research variables. Subsequently, structural equation modeling (SEM) was used to test the overall research model, systematically analyzing the influence paths and effect strengths of product strategy, price strategy, place strategy, and promotion strategy on purchase intention, as well as evaluating overall model fit and path significance.

Through the combined use of multi-level statistical analysis methods, the study ensured that the research conclusions have good stability and explanatory power in terms of measurement quality and model structure.



Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Respondents

Table 4.1 Descriptive Statistical Analysis of Respondents

Variable	Category	Frequency	Percent
1. Gender	Male	222	49.0
	Female	215	47.5
	Others	16	3.5
2. Age	Under 18	11	2.4
	18–25	57	12.6
	26–30	142	31.3
	31–40	101	22.3
	41–50	75	16.6
	51 and above	67	14.8
3. Nationality	Thai	276	60.9
	Chinese	109	24.1
	Others	68	15.0
4. Group Type	Student	21	4.6
	Employee (company/institution staff)	100	22.1
	Self-employed / Freelancer	116	25.6
	Managerial staff	113	24.9
	Others	103	22.7
5. Monthly Income (THB/month)	Below 10,000	12	2.6
	10,001 – 20,000	140	30.9
	20,001 – 30,000	148	32.7
	30,001 – 50,000	153	33.8
6. Dining-out Frequency	Several times a week	94	20.8
	Once a week	101	22.3
	2–3 times a month	87	19.2
	Once a month	86	19.0
	Rarely dine out	85	18.8
7. Frequency of Dining at Xiaolongkan Hotpot	Once a month	169	37.3
	Occasionally (1–2 times a year)	145	32.0
	First time customer	139	30.7

As shown in Table 4.1 above, to clarify the basic demographic characteristics of the respondents and lay a sample foundation for the subsequent analysis of the relationships between the variables, this study conducted a frequency analysis on the demographic variables of 453 valid questionnaires. The analysis involved 7 core dimensions, including gender, age group, nationality, group type, monthly income (THB/month), dining-out frequency, and frequency of dining at Xiaolongkan Hotpot. The specific distribution results are as follows.

Gender distribution: Among the survey samples, there were 222 males, accounting for 49.0%; 215 females, accounting for 47.5%; and 16 respondents of other genders, accounting for 3.5%. The proportion difference between male and female samples was small, with a relatively balanced gender distribution, which could well reflect the characteristics of different gender groups and avoid the potential impact of excessive concentration of a single gender sample on the research results.

Age distribution: In terms of age group distribution, the samples were mainly concentrated in the 26–40 age group: the 26–30 age group accounted for the highest proportion (31.3%, 142 respondents), followed by the 31–40 age group (22.3%, 101 respondents), with a total proportion of 53.6%, forming the main body of the samples. The distribution of other age groups was as follows: under 18 years old accounted for 2.4% (11 respondents), 18–25 years old accounted for 12.6% (57 respondents), 41–50 years old accounted for 16.6% (75 respondents), and 51 years old and above accounted for 14.8% (67 respondents). The overall age distribution was dominated by young and middle-aged groups, which was consistent with the characteristics of the target population of this study.

Nationality distribution: Regarding nationality, Thai respondents accounted for the highest proportion (60.9%, 276 respondents), followed by Chinese respondents (24.1%, 109 respondents), and respondents of other nationalities accounted for 15.0% (68 respondents). The sample nationality distribution was dominated by Thai respondents, which was in line with the research background and could effectively reflect the characteristics of the main target group.

Group type distribution: The group type distribution showed relatively diverse and balanced characteristics. Self-employed/freelancers accounted for the highest proportion (25.6%, 116 respondents), followed by managerial staff (24.9%, 113 respondents); employees (company/institution staff) accounted for 22.1% (100 respondents), other groups accounted for 22.7% (103 respondents), and students accounted for the lowest proportion (4.6%, 21 respondents). The diverse group type distribution ensured the comprehensiveness of the sample and avoided bias caused by excessive concentration of a single group.

Monthly Income (THB/month) distribution: In terms of monthly income distribution, the samples were mainly concentrated in the 10,001–50,000 THB range, which accounted for 97.4% of the total samples. Specifically, the 30,001–50,000 THB group accounted for the highest proportion (33.8%, 153 respondents), followed by the 20,001–30,000 THB group (32.7%, 148 respondents) and the 10,001–20,000 THB group (30.9%, 140 respondents). The group with monthly income below 10,000 THB accounted for the lowest proportion (2.6%, 12 respondents), indicating that the monthly income level of the respondents was mainly in the middle and upper range.

Dining-out Frequency distribution: The dining-out frequency of the respondents was relatively evenly distributed. Respondents who dined out once a week accounted for the highest proportion (22.3%, 101 respondents), followed by those who dined out several times a week (20.8%, 94 respondents). Respondents who dined out 2–3 times a month, once a month, and rarely dined out accounted for 19.2% (87 respondents), 19.0% (86 respondents), and 18.8% (85 respondents) respectively, reflecting the diverse dining-out habits of the respondents.

Frequency of Dining at Xiaolongkan Hotpot distribution: Regarding the frequency of dining at Xiaolongkan Hotpot, respondents who dined there once a month accounted for the highest proportion (37.3%, 169 respondents), followed by those who dined there occasionally (1–2 times a year, 32.0%, 145 respondents), and first-time customers accounted for 30.7% (139 respondents). The distribution results show that most respondents have dining experience at Xiaolongkan Hotpot, which provides a reliable sample basis for the subsequent analysis of variables related to dining at Xiaolongkan Hotpot.

In summary, the survey samples showed the following core characteristics in terms of demographic characteristics: relatively balanced gender distribution; mainly young and middle-aged respondents, nationality dominated by Thai respondents, diverse and balanced group type distribution, monthly income mainly concentrated in the middle and upper range (10,001–50,000 THB), relatively even dining-out frequency, and most respondents having dining experience at Xiaolongkan Hotpot. Overall, the sample distribution is comprehensive and balanced, with strong representativeness, which can fully reflect the characteristics of the target population and provide reliable sample support for subsequent research hypothesis testing and variable relationship analysis.

4.1.2 Correlation Analysis

Table 4.2 Correlation between Variables

Variable	Product Strategy	Price Strategy	Place Strategy	Promotion Strategy	Purchase Intention
Product Strategy	1				

Price Strategy	.145**	1			
Place Strategy	.178**	.135**	1		
Promotion Strategy	.114*	.206**	.110*	1	
Purchase Intention	.404**	.373**	.291**	.254**	1
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

As shown in Table 4.2 above, Pearson correlation coefficient was adopted to conduct the correlation analysis with a sample size of 453 (N = 453). This method was used to examine the strength and direction of the linear relationships among the main study variables. The results indicated significant positive correlations among all five variables, with some correlations significant at the 0.05 level (2-tailed) and the majority reaching significance at the 0.01 level (2-tailed), indicating a generally strong association structure within the data.

Specifically, Product Strategy was significantly positively correlated with Price Strategy ($r = 0.145$, $p < 0.01$), Place Strategy ($r = 0.178$, $p < 0.01$), Promotion Strategy ($r = 0.114$, $p < 0.05$), and Purchase Intention ($r = 0.404$, $p < 0.01$). Among these relationships, Product Strategy showed the highest positive correlation with Purchase Intention, suggesting that improvements in product-related aspects are closely associated with higher consumer purchase intention.

Price Strategy presented a significant positive correlation with Place Strategy ($r = 0.135$, $p < 0.01$), Promotion Strategy ($r = 0.206$, $p < 0.01$), and Purchase Intention ($r = 0.373$, $p < 0.01$). Among these correlations, the strongest relationship was observed between Price Strategy and Purchase Intention, indicating that pricing factors play an important role in influencing consumers' willingness to purchase.

Place Strategy was significantly positively correlated with Promotion Strategy ($r = 0.110$, $p < 0.05$) and Purchase Intention ($r = 0.291$, $p < 0.01$). The correlation between Place Strategy and Purchase Intention was the highest among all its related variables, which implies that accessibility, store environment, and distribution convenience are meaningfully associated with consumers' purchase intention.

Promotion Strategy also showed a significant positive correlation with Purchase Intention ($r = 0.254$, $p < 0.01$), which was the highest correlation coefficient across all variable relationships involving Promotion Strategy. This result indicates that promotional activities and brand communication are positively associated with consumers' future purchase intentions.

In addition, Purchase Intention exhibited significant positive correlations with all four marketing strategy variables, and the correlation coefficients were all higher than those observed among the strategy variables themselves. This pattern suggests that while the four marketing strategy dimensions are interrelated, their relationships with Purchase Intention are relatively stronger, providing preliminary empirical support for subsequent regression and hypothesis testing analyses.

4.1.3 Multiple Regression Analysis

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F
(Constant)	0.434		1.762	0.079		52.393***
Product Strategy	0.388	0.316	7.888	0.000	1.055	
Price Strategy	0.304	0.274	6.779	0.000	1.071	
Place Strategy	0.198	0.182	4.563	0.000	1.051	
Promotion Strategy	0.189	0.141	3.520	0.000	1.058	
R Square						0.319
Adjusted R Square						0.313
a. Dependent Variable: Purchase Intention						
NOTE:*P<0.05,**P<0.01,***P<0.001						

As shown in Table 4.3 above, in this study, multiple linear regression analysis was employed to explore the influence of four marketing strategy dimensions (Product Strategy, Price Strategy, Place Strategy, Promotion Strategy) on the dependent variable Purchase Intention, with the corresponding regression results presented in Table 4.3. This analytical approach allows for the simultaneous examination of the individual effects of each independent variable while controlling for the influence of the others.

Specifically, Product Strategy ($\beta = 0.316$, $t = 7.888$, $p < 0.001$), Price Strategy ($\beta = 0.274$, $t = 6.779$, $p < 0.001$), Place Strategy ($\beta = 0.182$, $t = 4.563$, $p < 0.001$), and Promotion Strategy ($\beta = 0.141$, $t = 3.520$, $p < 0.001$) all exhibited a significant positive impact on Purchase Intention. These results indicate that improvements in each marketing strategy dimension are associated with an increase in consumers' purchase intention. At the same time, the magnitude of the standardized coefficients suggests that Product Strategy and Price Strategy exert relatively stronger predictive effects compared with Place Strategy and Promotion Strategy. Overall, all four independent variables are able to explain variations in the dependent variable to a certain extent and function as significant positive predictors of Purchase Intention.

The regression model achieved an R Square value of 0.319 and an Adjusted R Square of 0.313, suggesting that the four marketing strategy dimensions jointly

explain approximately 31.3% of the total variation in the dependent variable Purchase Intention. This level of explanatory power indicates that the model has acceptable explanatory capability within the context of consumer behavior research. In addition, the overall F-statistic of the model was 52.393 ($p < 0.001$), which confirms that the regression model as a whole is statistically significant and that the independent variables collectively have a meaningful explanatory effect on the dependent variable.

Furthermore, collinearity diagnostics were conducted to assess the stability of the regression estimates. The results of the collinearity test showed that the Variance Inflation Factor (VIF) values for all independent variables ranged from 1.051 to 1.071, which are substantially lower than the commonly accepted critical value of 5. This indicates that no serious multicollinearity problem exists among the independent variables. Therefore, the regression coefficients can be considered stable and reliable, and the validity of the regression analysis results is ensured.

4.2 Discussion

4.2.1 Product strategy has a significant positive impact on consumer purchase intention.

The empirical results indicate that Xiaolongkan Hot Pot's product strategy has a significant positive impact on consumer purchase intention among consumers dining at Xiaolongkan Hot Pot in Thailand, which is fully consistent with the proposed research hypothesis (H1). Both Pearson correlation analysis and the multiple linear regression analysis reveal a strong and positive relationship between Product Strategy and Purchase Intention. Moreover, among the four dimensions of the marketing mix examined in this study, product strategy shows the highest standardized regression coefficient, highlighting its dominant role in influencing consumer purchase intention.

This finding suggests that product-related factors are the most critical determinants of consumers' purchase decisions in the context of hot pot dining. For consumers dining at Xiaolongkan Hot Pot in Thailand, tangible and experiential attributes such as food quality, taste, freshness of ingredients, portion size, and menu variety play a central role in shaping purchase intention. As a catering service with strong experiential characteristics, hot pot consumption relies heavily on consumers' direct evaluation of the core product offering.

In addition, for Xiaolongkan Hot Pot operating in the Thai market, product strategy also involves balancing brand characteristics with local dining expectations. Consumers may pay attention to whether the products maintain the brand's distinctive

features while remaining suitable for local taste preferences. A clear and well-implemented product strategy helps consumers form positive expectations about the dining experience, which directly strengthens their intention to choose the brand.

Furthermore, a strong product strategy can reduce perceived uncertainty and decision-making risk, particularly for first-time or infrequent customers. When consumers believe that the products offered by Xiaolongkan Hot Pot can meet their expectations, they are more likely to develop a favorable evaluation of the brand and show a stronger intention to dine there. Therefore, the findings confirm that product strategy is the most influential factor among the four marketing strategies and serves as the core driver of consumer purchase intention in this study.

4.2.2 Price strategy has a significant positive impact on consumer purchase intention.

The analysis results indicate that Xiaolongkan Hot Pot's pricing strategy has a significant positive impact on consumer purchase intention among consumers dining at Xiaolongkan Hot Pot in Thailand, which supports the second research hypothesis (H2). Both the correlation analysis and the multiple linear regression analysis show that Price Strategy is positively associated with Purchase Intention and remains statistically significant after controlling for the other marketing strategy variables. This confirms that pricing strategy independently contributes to explaining variations in consumer purchase intention.

This result suggests that price is an important factor influencing consumers' evaluation and purchasing decisions in the hot pot dining context. For consumers dining at Xiaolongkan Hot Pot in Thailand, price is often assessed in relation to food quality, portion size, dining environment, and overall experience. A reasonable and transparent pricing strategy can strengthen consumers' perception of value and fairness, which directly enhances their willingness to make a purchase.

In a competitive catering market, appropriate price positioning also helps consumers form clear expectations about the brand. When the price level is perceived as consistent with the brand image and product offering, consumers are less likely to experience hesitation during the decision-making process. This is particularly important for brands operating in busy urban dining areas, where consumers have multiple alternatives and make quick comparisons.

In addition, stable and well-communicated pricing strategies can reduce consumers' perceived risk and decision-making cost. When consumers believe that the price they pay accurately reflects the quality and experience provided by Xiaolongkan Hot Pot, they are more likely to choose the brand when dining out. Therefore, the findings indicate that pricing strategy plays a key supporting role in

influencing consumer purchase intention and should be closely aligned with the brand's overall market positioning.

4.2.3 Place strategy has a significant positive impact on consumer purchase intention.

The empirical findings demonstrate that Xiaolongkan Hot Pot's place strategy has a significant and positive influence on consumer purchase intention among consumers dining at Xiaolongkan Hot Pot in Thailand, which confirms the third research hypothesis (H3). The statistical results indicate that Place Strategy is positively correlated with Purchase Intention and contributes significantly to the regression model, even when other marketing strategy variables are included.

This result highlights the importance of accessibility and convenience in shaping consumers' purchasing behavior in the catering industry. For consumers choosing where to dine, factors such as store location, ease of access, visibility, and the availability of convenient ordering channels play a direct role in influencing their purchase intention. In the Thai market, where dining options are highly concentrated in commercial areas and shopping centers, an effective place strategy helps reduce the effort required for consumers to reach the restaurant.

In addition, place strategy is closely related to consumers' overall dining convenience. When consumers perceive that Xiaolongkan Hot Pot is easy to find, conveniently located, and accessible through both offline and online channels, they are more likely to include the brand in their dining choices. Convenience in location and distribution can lower decision barriers and encourage consumers to choose the brand when dining out.

Therefore, the findings suggest that place strategy plays an important role in facilitating consumer purchase behavior and strengthening purchase intention. An effective place strategy enhances accessibility and supports consumers' dining decisions, thereby contributing positively to Xiaolongkan Hot Pot's market performance in Thailand.

4.2.4 Promotion strategy has a significant positive impact on consumer purchase intention.

The empirical evidence confirms that Xiaolongkan Hot Pot's promotion strategy has a significant positive effect on consumer purchase intention among consumers dining at Xiaolongkan Hot Pot in Thailand, which supports the fourth research hypothesis (H4). The results of both correlation analysis and multiple linear regression analysis indicate that Promotion Strategy is positively related to Purchase Intention and has a statistically significant impact on consumers' purchasing decisions.

This finding suggests that promotional activities play an important role in influencing consumers' awareness and behavioral responses. Through advertising, sales promotions, and brand communication activities, consumers are able to obtain information about Xiaolongkan Hot Pot and its offerings. Such promotional exposure helps attract attention, strengthen brand recognition, and stimulate consumers' interest in choosing the brand when making dining decisions.

In addition, promotion strategy is particularly effective in encouraging trial behavior among new or infrequent consumers, while also reinforcing purchase intention among existing customers. Promotional tools such as discounts, set meals, and online marketing content can reduce consumers' hesitation and motivate them to choose the brand, especially in a competitive dining environment.

Although the standardized regression coefficient of promotion strategy is lower than that of product and price strategies, its effect remains statistically significant. This indicates that promotion strategy functions as a supportive and complementary element within the overall marketing mix. When combined with effective product, price, and place strategies, promotion activities can further strengthen consumer purchase intention and contribute positively to Xiaolongkan Hot Pot's marketing effectiveness in Thailand.

Table 4.4 Hypothesis Test Resu

NO.	Hypothesis	Result
H1	Xiaolongkan Hot Pot's product strategy has a significant positive impact on consumer purchase intention.	Supported
H2	Xiaolongkan Hot Pot's price strategy has a significant positive impact on consumer purchase intention.	Supported
H3	Xiaolongkan Hot Pot's channel strategy has a significant positive impact on consumer purchase intention.	Supported
H4	Xiaolongkan Hot Pot's promotional strategy has a significant positive impact on consumer purchase intention.	Supported

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study systematically examined the mechanisms through which Xiaolongkan Hot Pot's marketing strategies influence consumer purchase intention in the Thai market, based on the 4Ps marketing mix framework. Taking consumers who have dined at Xiaolongkan Hot Pot in Thailand as the research subjects, the study combined theoretical analysis with empirical testing to explore how product strategy, price strategy, place strategy, and promotion strategy affect consumers' purchase intention. Based on quantitative data analysis, the following conclusions were drawn.

The empirical results indicate that all four dimensions of Xiaolongkan Hot Pot's marketing strategy have a significant positive impact on consumer purchase intention. Multiple linear regression analysis shows that product strategy has the strongest explanatory power among the four strategies, demonstrating its dominant role in influencing consumers' willingness to purchase. Price strategy and place strategy also exhibit strong and statistically significant effects, while promotion strategy, although relatively weaker, remains a meaningful predictor of purchase intention. These findings confirm that Xiaolongkan's marketing strategies jointly shape consumer purchase intention in the Thai market, with varying degrees of influence across different strategy dimensions.

Product strategy emerges as the most critical factor affecting consumer purchase intention, which has important managerial implications. In the catering industry, consumers place high importance on product-related attributes such as taste, ingredient quality, menu variety, and consistency. For Xiaolongkan Hot Pot operating in Thailand, a well-executed product strategy helps reduce consumers' uncertainty and enhances their confidence in the dining experience, thereby increasing their willingness to purchase. This finding highlights the fundamental role of product strategy as the core driver within the overall marketing mix.

The influence of price strategy ranks second, reflecting the importance of price perception in consumers' decision-making process. Reasonable and transparent pricing helps consumers evaluate the value of the dining experience and reduces hesitation during purchase decisions. In a competitive foodservice market, appropriate price positioning enables Xiaolongkan Hot Pot to balance perceived value and affordability, thereby supporting stable purchase intention among consumers with different consumption habits.

Place strategy also shows a significant positive impact, emphasizing the role of accessibility and convenience in shaping purchase intention. Store location, ease of access, and distribution channels directly affect consumers' dining choices. An

effective place strategy lowers the time and effort required for consumers to visit the restaurant, which facilitates purchase behavior and strengthens purchase intention. This finding underscores the importance of physical and channel-related factors in the overseas operation of catering brands.

Although promotion strategy has the smallest standardized coefficient among the four strategies, its effect remains statistically significant. This suggests that promotional activities play a complementary role in influencing purchase intention. Through advertising, sales promotions, and brand communication, promotion strategy increases brand exposure and stimulates consumer interest, especially when coordinated with strong product, price, and place strategies. The results indicate that promotion strategy enhances purchase intention as part of an integrated marketing approach rather than as a standalone driver.

In summary, this study empirically demonstrates that Xiaolongkan Hot Pot's marketing strategies significantly influence consumer purchase intention in the Thai market. The findings confirm the applicability of the 4Ps marketing framework in explaining consumer behavior in an overseas catering context and provide practical insights for optimizing marketing strategies. By adopting a coordinated and balanced marketing mix, Xiaolongkan Hot Pot can strengthen consumer purchase intention and support its sustainable development in Thailand.

5.2 Recommendation

5.2.1 Strengthening Localization While Maintaining Brand Authenticity

According to the empirical results, product strategy has the most significant impact on consumer purchase intention, indicating that product-related factors are the core drivers of Xiaolongkan's market performance in Thailand. The findings show that consumers generally recognize the quality and freshness of ingredients as well as the overall dining experience. However, the relatively lower evaluation of product localization suggests that Xiaolongkan's current level of product adaptation may not fully meet the preferences of consumers dining at Xiaolongkan Hotpot in Thailand.

Therefore, Xiaolongkan should further strengthen product localization while maintaining its core Sichuan hotpot identity. First, the brand may consider developing more diversified soup bases with adjustable spiciness levels, including mild and non-spicy options, to reduce taste barriers for consumers who are less accustomed to strong spiciness. At the same time, selectively incorporating local flavor elements, such as sour or mildly sweet tastes, into certain dishes or dipping sauces could improve acceptance without weakening the brand's authentic positioning.

Second, menu diversification can be enhanced by introducing more locally familiar ingredients and a wider range of lighter food options, such as vegetables, seafood, and lower-fat protein choices. This adjustment would better align with local dining habits and respond to the growing preference for balanced and health-conscious meals. In addition, seasonal or limited-time menu items inspired by local food culture could increase novelty and encourage repeat visits.

Finally, Xiaolongkan may continue to optimize the overall dining experience through improvements in service interaction, tableware design, and in-store visual presentation. By clearly communicating the cultural background and craftsmanship behind Sichuan hotpot through menus and staff explanations, the brand can strengthen consumers' understanding of its product value. Overall, a product strategy that balances brand authenticity with appropriate localization is essential for enhancing consumer purchase intention and supporting Xiaolongkan's long-term development in the Thai market.

5.2.2 Enhancing Price Flexibility and Perceived Value

The empirical findings indicate that Xiaolongkan Hot Pot's pricing strategy has a significant positive impact on consumer purchase intention, confirming its important role within the overall marketing mix. However, compared with product strategy, consumers' evaluations of price reasonableness and cost performance are relatively lower. This suggests that although price strategy effectively influences purchase intention, there remains room for improvement in consumers' perceived value and price acceptance in the Thai market.

Based on this result, Xiaolongkan should place greater emphasis on enhancing price flexibility while maintaining consistency with its brand positioning. One practical approach is to introduce more diversified pricing formats, such as lunch-time set menus, combination packages for small groups, or shared hot pot options. These pricing designs can lower consumers' perceived financial burden without directly reducing core product prices, making the brand more accessible to price-sensitive segments such as office workers, students, and family diners.

In addition, Xiaolongkan should improve the continuity and visibility of its promotional pricing mechanisms. While discount-related activities positively influence consumer purchase intention, their current frequency and systematic implementation appear insufficient. Establishing membership-based pricing benefits, loyalty reward programs, or digital coupon systems through online platforms can encourage repeat visits and strengthen long-term purchase intention. Such measures can also reduce consumers' hesitation during the decision-making process by offering clear and immediate economic incentives.

At the same time, pricing communication should focus not only on numerical discounts but also on value justification. By clearly conveying the quality of ingredients, food safety standards, portion sizes, and overall dining experience associated with its pricing, Xiaolongkan can enhance consumers' perceived fairness and value-for-money perception. This value-oriented communication helps align price perception with product quality and reinforces the brand's competitive positioning.

Overall, an optimized price strategy that balances affordability, perceived value, and brand image can strengthen Xiaolongkan Hot Pot's attractiveness in the Thai market. When price strategy is effectively coordinated with product, place, and promotion strategies, it can further enhance consumer purchase intention and support the brand's sustainable development.

5.2.3 Expanding Channel Coverage and Improving Service Accessibility

The empirical results indicate that place strategy has a significant positive effect on consumer purchase intention, highlighting the importance of accessibility and service convenience in the catering industry. Although Xiaolongkan's existing outlets are mainly located in central business districts and tourist areas, limitations remain in terms of coverage in residential zones and the overall performance of online service channels. These constraints may reduce convenience for some consumers and weaken purchase intention in non-core locations.

To further enhance its place strategy, Xiaolongkan should adopt an integrated omni-channel approach that connects offline dining with online consumption scenarios. On the offline side, future store expansion may focus on high-density residential areas or mixed-use commercial zones. This adjustment would help the brand reach local consumers more effectively, reduce reliance on tourist traffic, and strengthen its long-term market presence in Thailand.

At the same time, Xiaolongkan should continue to improve its online ordering and delivery services by deepening cooperation with major food delivery platforms in Thailand. Enhancing delivery efficiency, expanding service coverage, and improving packaging quality are essential to maintaining product consistency and ensuring a reliable consumption experience. A smoother online service process can reduce consumers' perceived effort and increase their willingness to choose Xiaolongkan.

In addition, in-store layout and service processes should be continuously optimized to improve operational efficiency, especially during peak dining hours. Clear guidance, reasonable seating arrangements, and efficient service coordination can reduce waiting time and improve overall convenience. By strengthening accessibility and service reliability across multiple channels, Xiaolongkan can better meet diverse consumer needs and further enhance consumer purchase intention.

5.2.4 Deepening Localization and Strengthening Brand Engagement

Although the impact of promotion strategy is relatively weaker than that of other marketing mix elements, the empirical results still confirm its significant positive effect on consumer purchase intention. This indicates that promotional activities play an important supportive role in stimulating consumer interest and shaping brand perception. The findings suggest that Xiaolongkan's current promotional efforts mainly rely on sales promotions and social media exposure, while public relations activities and localized brand communication remain relatively limited.

To improve promotional effectiveness, Xiaolongkan should further strengthen the localization of its marketing communication strategies. Cooperation with Thai social media influencers, food bloggers, and lifestyle content creators can help enhance brand visibility and credibility, especially among younger consumer groups. Promotional content should place greater emphasis on dining experience sharing, brand stories, and interactive communication, rather than focusing solely on price-oriented advertising messages.

In addition, Xiaolongkan may actively participate in local community events, cultural festivals, and social responsibility initiatives. These public relations activities can contribute to building a positive local brand image and fostering emotional connections with consumers. Interactive promotional initiatives, such as user-generated content campaigns or loyalty-based engagement programs, can further increase consumer participation and encourage positive Word-of-mouth marketing

Overall, by diversifying promotional channels and strengthening localized brand engagement, Xiaolongkan can better complement its product, price, and place strategies, thereby enhancing consumer purchase intention and improving its overall marketing effectiveness in the Thai market.

5.3 Further Study

Building on the findings of this study, future research may be expanded in several important directions. First, comparative research across different industries or brand types may provide deeper insights into how contextual factors influence consumer purchase intention. For example, comparing hot pot brands with other types of catering brands in Thailand could help examine whether the effects of marketing strategies vary across consumption scenarios and market characteristics.

Second, future studies may consider adopting more diversified research methods. While this study primarily relied on questionnaire surveys and quantitative analysis, qualitative approaches such as in-depth interviews or focus groups may be introduced to better understand consumers' decision-making processes. Combining quantitative

and qualitative methods could help overcome the limitations of single-method research and provide richer explanations for consumer behavior.

Finally, future research may focus on the dynamic changes in consumer purchase intention over time. The current study is based on cross-sectional data and reflects consumer perceptions at a specific period. Longitudinal studies or panel data analysis may be used to explore how consumers' responses to marketing strategies evolve with market competition, brand development, and changes in consumption habits. Such efforts would further enhance the robustness and practical value of research on catering marketing strategies.



References

- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211.
- Berman, B., & Evans, J. R. (2018). Retail management: A strategic approach (13th ed.). *Pearson Education*.
- Berry, J. W. (1980). Acculturation as varieties of adaptation. In A. Padilla (Ed.), *Acculturation: Theory, models, and some new findings* (pp. 9–25). *Westview Press*.
- Booms, B. H., & Bitner, M. J. (1981). Marketing strategies and organizational structures for service firms. In J. H. Donnelly & W. R. George (Eds.), *Marketing of services* (pp. 47–51). *American Marketing Association*.
- Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). International marketing (18th ed.). *McGraw-Hill Education*.
- Chaffey, D., & Ellis-Chadwick, F. (2020). Digital marketing: Strategy, implementation and practice (7th ed.). *Pearson*.
- Chan, A., & Guillet, B. D. (2011). The impact of online reviews on hotel booking intentions and perception of trust. *International Journal of Contemporary Hospitality Management*, 23(3), 329–347.
- Chen, Y., Wang, Y., & Li, J. (2022). Cross-cultural adaptation strategies of Chinese catering brands in Southeast Asia: A case study of Haidilao. *Journal of Tourism and Cultural Change*, 20(2), 215–232.
- Chonlatis, K. (2021). Social media and consumer behavior in the Thai food and beverage industry. *Asian Journal of Business Research*, 11(3), 45–62.
- Enz, C. A. (2021). Hospitality strategic management: Concepts and cases (5th ed.). *John Wiley & Sons*.
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*. Addison-Wesley.
- Grönroos, C. (2007). *Service management and marketing: Customer management in service competition* (3rd ed.). *John Wiley & Sons*.
- Gürel, E., & Tat, M. (2017). SWOT analysis: A theoretical review. *The Journal of International Social Research*, 10(51), 994–1006.
- Hall, E. T. (1976). *Beyond culture*. Doubleday.
- Han, H., & Hyun, S. S. (2018). The influence of price fairness, quality, and value on restaurant customer satisfaction and revisit intentions. *International Journal of Hospitality Management*, 70, 30–38.
- Han, H., & Kim, Y. (2010). An investigation of green hotel customers' decision formation: Developing an extended model of the theory of planned behavior. *International Journal of Hospitality Management*, 29(4), 659–668.
- Hill, T., & Westbrook, R. (1997). SWOT analysis: It's time for a product recall. *Long Range Planning*, 30(1), 46–52.
- Hughes, J., Rycroft, R., & Smith, M. (2007). Open source software development and the cultural economy. *Research Policy*, 36(7), 1111–1127.

- Hwang, J., & Ok, C. (2013). The antecedents and consequence of consumer attitudes toward restaurant brands. *International Journal of Hospitality Management*, 32, 215–224.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), 59–68.
- Kotler, P., & Keller, K. L. (2016). Marketing management (15th ed.). *Pearson Education*.
- Kotler, P., Bowen, J. T., & Makens, J. C. (2017). Marketing for hospitality and tourism (7th ed.). *Pearson Education*.
- Levitt, T. (1983). The globalization of markets. *Harvard Business Review*, 61(3), 92–102.
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business Horizons*, 52(4), 357–365.
- McCarthy, E. J. (1964). Basic marketing: A managerial approach. Richard D. Irwin.
- Monroe, K. B. (2003). Pricing: Making profitable decisions (3rd ed.). *McGraw-Hill*.
- Pickton, D. W., & Wright, S. (1998). What's SWOT in strategic analysis? *Strategic Change*, 7(2), 101–109.
- Ryu, K., Lee, H. R., & Kim, W. G. (2012). The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. *International Journal of Contemporary Hospitality Management*, 24(2), 200–223.
- Steenkamp, J.-B. E. M., & de Jong, M. G. (2010). A global investigation into the constellation of consumer attitudes toward global and local products. *Journal of Marketing*, 74(6), 18–40.
- Throsby, D. (2010). The economics of cultural policy. Cambridge University Press.
- Wehrich, H. (1982). The TOWS matrix—A tool for situational analysis. *Long Range Planning*, 15(2), 54–66.
- Yap, S. F., & Kew, M. L. (2007). Service quality and customer satisfaction: Antecedents of customer loyalty in the restaurant industry. *International Journal of Hospitality Management*, 26(2), 295–310.
- Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *Journal of Marketing*, 52(3), 2–22.

Appendix

Dear Sir/Madam,

Thank you for participating in this academic questionnaire survey. This study is conducted for research purposes only and aims to examine consumers' perceptions and purchase intentions toward Xiaolongkan Hot Pot in Thailand. All responses will be collected anonymously, and the information provided will be kept strictly confidential. The data will be used solely for academic analysis and will not be used for any commercial purposes.

Your participation is greatly appreciated.

Part 1: Basic Information

1. Gender

- Male
- Female
- Other

2. Age

- Under 18
- 18–25
- 26–30
- 31–40
- 41–50
- 51 and above

3. Nationality

- Thai
- Chinese
- Other: _____

4. Group Type

- Student
- Employee (company/institution staff)
- Self-employed / Freelancer
- Managerial staff
- Other: _____

5. Monthly Income (THB/month)

- Below 10,000
- 10,001 – 20,000
- 20,001 – 30,000
- 30,001 – 50,000
- Above 50,000

6. Dining-out Frequency

- Several times a week
- Once a week
- 2–3 times a month
- Once a month
- Rarely dine out

7. Frequency of Dining at Xiaolongkan Hotpot

- Once a week or more
- 2–3 times a month
- Once a month
- Occasionally (1–2 times a year)
- First time customer

Part 2:

Please select the most appropriate option and put a "√" on the corresponding number. The questionnaire uses a 1-5 Likert scale, where 1 means "strongly disagree", 2 means "disagree", 3 means "neutral", 4 means "agree", and 5 means "strongly agree".

Question	1	2	3	4	5
Product					
The taste of Xiaolongkan hotpot meets my expectations.					
The ingredients (meat, vegetables, etc.) at Xiaolongkan are fresh and of high quality.					
The menu offers a sufficient variety of choices to satisfy my dining needs.					
Xiaolongkan has adapted its flavors or dishes to suit Thai preferences (e.g., spice level).					
Price					
I find the pricing of Xiaolongkan to be reasonable.					
Compared to other similar hotpot brands, Xiaolongkan offers good value for money (high cost-performance).					
The discount or promotional pricing activities at Xiaolongkan are attractive to me.					
Place					
The location of Xiaolongkan outlets is convenient for me to visit.					
The in-store dining environment (cleanliness, ambiance, comfort) is pleasant.					
Ordering food from Xiaolongkan through online platforms (e.g., food delivery apps) is convenient.					
Promotion					
I am frequently exposed to Xiaolongkan's advertisements (e.g., on social media, outdoor boards).					
Xiaolongkan's public relations or brand image activities enhance my favorable impression of the brand.					
Xiaolongkan's sales promotions (e.g., coupons, set meals) can stimulate my purchase desire.					

Xiaolongkan's content on social media (e.g., Facebook, Instagram, TikTok) is interesting and engaging.					
Purchase Intention					
I am willing to visit Xiaolongkan again in the future					
I am willing to recommend Xiaolongkan to my relatives, friends, and colleagues					

