

The Impacts of Innovativeness and Nostalgia among Restaurant Customers in Bangkok Metropolitan Region

Viphasiri Jantasri

Faculty of Business administration, Kasetsart University, Thailand
E-mail: a.viphasiri@gmail.com

Thongchai Srivardhana

Faculty of Business administration, Kasetsart University, Thailand
E-mail: fbustcs@ku.ac.th

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Abstract

Restaurant is one of recession-proof businesses because people need to eat every day. However, as majority of restaurants in Thailand are owned by Small Medium Enterprises (SMEs), disadvantages in terms of sizes, newness, and invested capitals may prevent them from attracting new and maintaining existing customers. From our observations, restaurants generally use two contrasting themes—innovativeness and nostalgia—to attract and maintain potential customers. Innovativeness becomes highly critical in the sustainability of the business as it potentially stops probable reasons for the restaurant to close. Customers are now more selective in their choices, and innovativeness in food, services, and decorations become the leading factors that satisfy customers' dining experiences. However, when many customers step in restaurants, all do not expect new and unfamiliar food and services, they also look forward to being treated with traditional and genuine cuisine and services. Nostalgia then becomes the other alternative in creating different dining experiences and satisfaction. Whereas innovativeness offers new experiences, nostalgia indulges good-old-days experiences to the diners. This study attempts to understand the process in which two contrasting themes in restaurant businesses generate loyal customers through perceived service quality. The implications are discussed based on the empirical testing of the proposed model.

Keywords: Innovativeness, Nostalgia, Service quality, Brand loyalty, Restaurant

Introduction

Restaurant owners should invest to update their services. Although the investments mean higher costs, empirical findings showed subsequent long term benefits (Walker and Lundberg, 2005). Su (2011) emphasized that service innovation in restaurant business poses significant effects on behavioral intention and customers' dining experience.

However, innovativeness is not the only critical factor generating images and experiential values for customers in consumption intention. For a nostalgic restaurant, nostalgia is the other important component of building the restaurant's image along with its customers' experiences in attracting customers (Chen, Yeh, and Huan, 2014). As nostalgia relies on creating customers' good-old-days experiences, it does not deal with new food and services in restaurant businesses. Particularly, nostalgic experiences and innovativeness can be viewed as opposite concepts in restaurant business. While both innovativeness and nostalgia might

lead to brand loyalty, which is a key challenge for any organization there is no particular research that explores the impact of nostalgic experiences and perceived innovativeness toward customer loyalty. Customers are the most valuable asset in any business organizations; its success largely depends upon on how loyal their customers are. This paper uses perceived service quality as a mediator in the model to understand the impact of innovativeness and nostalgia towards customer loyalty in restaurants. Ultimately, this paper addresses the main research question: Can restaurants integrate nostalgic experiences and innovativeness in their businesses to generate customers' perceived service quality and, at the end, enhancing customer loyalty?

Innovativeness

Sunghyup and Han (2012) defined patron innovativeness toward a chain restaurant brand as a patron's desire to try a new menu or food from a particular chain restaurant brand. Ruvio and Shoham (2007) stated that consumers who have high levels of innovativeness toward a brand are considered having important equity towards the brand because they are the ones who are willing to try newly developed products and accordingly, introduce the products to other consumers. Moreover, Shoham and Ruvio (2008) found that consumers who are knowledgeable and relatively price insensitive tend to be heavy buyers of a favoured brand. In this sense, patrons who have high innovativeness toward a brand play an essential role in the brand's revenue generation (Sunghyup and Han, 2012). Innovativeness consisted of food innovativeness, interaction process innovativeness and physical environment innovativeness. Food innovativeness concerns with new taste of the food, its presentation and preparation while interaction process innovativeness is involved with customer service, number of the staff and the way in which staff respond to the queries of the customers (Carmona-Lavado, 2012). Physical environment innovativeness mainly focuses on interior decoration, type of tables and chairs, type of plates, glass, cups, cutlery, napkins, tablecloth, trays, among other restaurant effects (Carmona-Lavado, 2012).

Nostalgia

Nostalgia refers to the bittersweet emotions when people view the past with both sadness and longing. References to the “the good old days” are increasingly common as marketers call up memories of youth—and hope these feelings will translate into what they are selling at the moment (Solomon, Polegato and Zaichkowsky, 2011; Muehling and Pascal, 2011). The term nostalgia was coined by Johannes Hofer in 1688 referring to the pathological yearning for one's home country (Dickinson and Erben, 2006; Kessous and Roux, 2008; Muehling and Pascal, 2012). It comes from two Greek words nostos, which means home, and algia, which means pain or sorrow. Nostalgia has been widely used as a form of marketing strategy (Kessous and Roux, 2010). Small business owners effectively transform an ordinary activity to an experiential event by employing nostalgia cues through product, ritual and aesthetics innovations such as an idealized home can be constructed emphasizing belonging and sharing (Hamilton and Wagner, 2014). Furthermore, Ryynanen, Joutsela and Heinonen (2016) stated that nostalgic experiences could also be accessed through the following dimensions: lasting product and packaging encounters, individual personal experiences, culturally meaningful celebrations and rituals, and packaging that appeal to the senses. Vignolles and Pichon (2014) said that consumers who encounter nostalgic experiences usually mentioned three elements. Firstly, it is when the packaging experiences relate with significant others in the past such as the grandparents, parents, friends from childhood, relatives and spouses; secondly, the packaging-related experiences were connected to physical spaces or places. These places may be the grandparents' house when one visits during vacation trips, a house of a childhood

friend or a passenger vessel and the like; and thirdly, nostalgic experiences could also be related to activities that consumers perceived as meaningful to them. To be outstanding from competitors, restaurant managers need to find the unique way of doing the business, and nostalgia can be one alternative for that situation. Restaurant image and experiential value are important determinants of consumption intention. When customers eat out, they expect them to be in a variety of food service environments. Therefore, service managers have to create an appropriate set of stimulus in order to stimulate customer visits. Nostalgia is comprised of food aspect, service aspect, tangible aspect and location aspect. Food aspect means that people wants to find that the foods in the restaurant remind them of the ones they ate when they were kids. It brings back past memories they shared with their family and friends (Kızıldemir, 2016). The location, physical ambience and social ambience of the restaurant cover the service, tangible and location aspects of nostalgia. Here, restaurants present nostalgic theme by operating within the neighborhood where the customers grew up or that distinct ambience of a restaurant located within the university campus (Kızıldemir, 2016). The use of music and the utilization of interior and exterior decoration in the restaurant must also be compatible with the theme. As soon as the customers step in they could find something that reminds them of personal experiences (Kızıldemir, 2016).

Service quality

Service quality is generally defined as the customers' judgment on the overall service performance of an organization or company (Zeithaml, 1987). Service quality as presented by Parasuraman, Zeithaml, and Berry (1988) is composed of five dimensions. These are tangibility, reliability, responsiveness, assurance and empathy. Service quality in restaurants has been found to be an important factor in making customers' overall dining experience as satisfying (Chou, Wu and Huang, 2014). Service quality positively influences perceived value, customer satisfaction, and customer loyalty. Perceived value is a mediator of the relationship between service quality and customer satisfaction (Lai, 2015; Koshki, Esmailpour and Ardestani, 2014). Service quality includes tangibility, responsiveness, reliability, assurance and empathy. Tangibility is the appearance of physical facilities, equipment, personnel and communication materials (Parasuraman in Zeithaml, et al., 2013). Young and Soo Cheong (2008) and Canny (2014) found that appealing food presentation, food quality, tasty food, spatial seating arrangement, fascinating interior design, pleasing background music, reliable service, responsive service, and competent employees are important attributes in contributing to high customer satisfaction. Responsiveness is the willingness of the staff to help customers and provide prompt service (Parasuraman in Zeithaml, et al., 2013). During busy times in restaurant, employees are expected to help each other to maintain speed and quality of service. Moreover, restaurants must give extra effort to handle with special requests (Cheng, Chen, Hsu and Hu, 2012; Ramseook-Munhurrin, 2012); Vijayvargy, 2014; Koutroumanis, 2005; Ibrahim, Jones, and Avcikurt, 2014). Reliability refers to the ability to perform the promised service dependably and accurately (Parasuraman in Zeithaml, et al., 2013). Markovic, Raspor and Segaric (2010) found that in terms of service quality in restaurant service, it is the dimension on reliability that is most important among the diners. These reliability dimensions are gleaned from such service items as accurate bill, error-free in serving food, easily readable menu, and clean dining areas. Assurance refers the employees' knowledge and courtesy and their ability to inspire trust and confidence (Parasuraman in Zeithaml, et al., 2013). The restaurant is expected to prepare personnel who are well-trained, competent, and experienced (Cheng, Chen, Hsu and Hu, 2012; Ramseook-Munhurrin, 2012; Vijayvargy, 2014; Koutroumanis, 2005; Ibrahim, Jones, and Avcikurt, 2014). Empathy means caring, and individualized attention is duly given to customers (Parasuraman in Zeithaml, et al., 2013). Restaurants must prepare employees to be sensitive

to individual needs and wants, rather than always relying on policies and procedures. They must be sympathetic and reassuring if something is wrong (Cheng, Chen, Hsu and Hu, 2012; Ramseook-Munhurrun, 2012; Vijayvargy, 2014; Koutroumanis, 2005; Ibrahim, Jones, and Avcikurt, 2014).

Brand loyalty

Brand loyalty is the commitment of current customers toward a particular store, brand or service provider (Osman and Sentosa, 2013). Loyalty usually forms positive attitude by stimulating repeat purchase from the customer. This is important as loyalty brings forth more profit to the marketers. Zeithaml (2000) said that customer loyalty may come as either attitudinal or behavioral. It is behavioral since it prompts customers to continue buying. This is observed when a large portion of current customers repeat their purchases or recommend the shops to their friends. In terms of the attitudinal perspective, the current customers develop sense of belongingness to the product or the service, and they are highly committed to it. The quality of the physical environment, food, and service are significant determinants of the restaurant image in as much as the quality of the physical environment and foods serve as significant predictors of customer perceived value. Restaurant image is found to be a significant antecedent of customer perceived value and in turn, customer perceived value is a significant determinant of customer satisfaction. Customer satisfaction is a significant predictor of behavioral intentions (Ryu, Lee, and Kim, 2012). Attitudinal brand loyalty is composed of cognitive component, affective component and conative component. The cognitive component refers to beliefs, perceptual responses, and knowledge about something. The main idea of information processing contends that the customer is a problem solver who formulates purchasing in terms of a choice among competing alternatives and actively acquires and uses information in an attempt to solve the purchasing problem with satisfactory outcome (Back, 2001). The affective component deals mainly with the customer's overall evaluation of a brand. Particularly, the affective component is viewed to represent the positive-negative sentimental relationship toward the brand. Affective loyalty is greatly associated with customer's degree of liking by defining brand loyalty as fidelity of preference toward brand over time. Attitudinal brand loyalty measurement is developed by calculating the customers' level of brand preference on a scale divided into degrees of acceptance and rejection (Back, 2001).

The conative component of attitudinal brand loyalty is considered superior to cognitive and affective components of attitudinal brand loyalty because it restricts the customer in no uncertain terms to a particular brand's warranting repeat purchase. The conative component is deeply involved with commitment and behavioral intentions.

Methods

Quantitative research method was applied to gather, describe and analyze quantitative information of this present study. A multivariate data analysis was performed using the Structural Equation Modeling (SEM) to show the relationships among the variables. For better understanding, restaurants refer to the 13 restaurants identified for the purpose of this study. They are selected based on three main criteria. First, they must be well-known brands in restaurant business in Bangkok, with which consumers are quite familiar with. Second, their branches are located in many areas where people can go. Third, restaurant must have been established for more than a decade and are still operating at the moment. Importantly however, these restaurants must show good service quality (3.5 to 5) as (3.5-5) as measured by TripAdvisor. TripAdvisor is American travel website in Thailand, which provides reviews of travel-related content of hotels, restaurants, attractions and other travel-related businesses

from visitors. Its comments allow people to get information before making a reservation to visit. Usually, visitors' evaluation score ranges from 1 to 5, 5 being highest and 1, the lowest. Particularly, in choosing restaurants, customers consider the following: food, service, value for money and ambience.

Population and Sampling Design

This research aims to investigate customers' experiences in restaurants in Bangkok Metropolitan Region. The total number of population cannot be identified. Commonly, determining sample size requirements for structural equation modeling (SEM) was revealed a sample size requirements more than 200 cases (Hair et al., 2010). Consequently, the total number of sample size employed in this study was 462 respondents. The researcher used purposive sampling procedure to find the respondents.

Results

The objectives of this study were to test seven proposed hypotheses (H1 to H7), and to determine the impact of innovativeness and nostalgia to brand loyalty through service quality.

Table 1 The results of hypotheses testing

Hypotheses	Standardized regression weight	Sig.	Support
H1: Innovativeness has positive effect on brand loyalty	.259	***	Yes
H2: Nostalgia has positive effect on brand loyalty	.287	***	Yes
H3: Innovativeness has a positive impact on brand loyalty through the mediating effect of service quality.	..282	***	Yes
H4: Nostalgia has a positive impact on brand loyalty through the mediating effect of service quality.	.064	*	Yes
H5: Innovativeness has positive effect on service quality	.664	***	Yes
H6: Nostalgia has positive effect on service quality	.151	***	Yes
H7: Service quality has positive effect on brand loyalty	.425	***	Yes

Note: * $p < .05$; ** $p < .01$; *** $p < .001$

SEM was utilized using AMOS with maximum likelihood estimation to assess the model fit and test causal relationship in the theoretical proposed model. In this stage, was used in the form of computed composites of each dimension.

Table 2 The comparison of goodness-of-fit indices of the structural model to the recommended threshold values (Loo and Thorpe, 2000; Hu and Bentler, 1999; Hair et al., 2010; Browne and Cudeck, 1992).

Goodness-of-fit index	Threshold level	Result
Chi-square*	p-value more than.05	.000
χ^2/df	Less than 3.00	2.860
IFI	More than.90	.905
TLI	More than.90	.900
CFI	More than.90	.905
RMSEA	Less than.08	.064

All other statistics of goodness-of-fit exceeded their threshold levels. The results indicated support for all of hypothesized impacts in the expected direction.

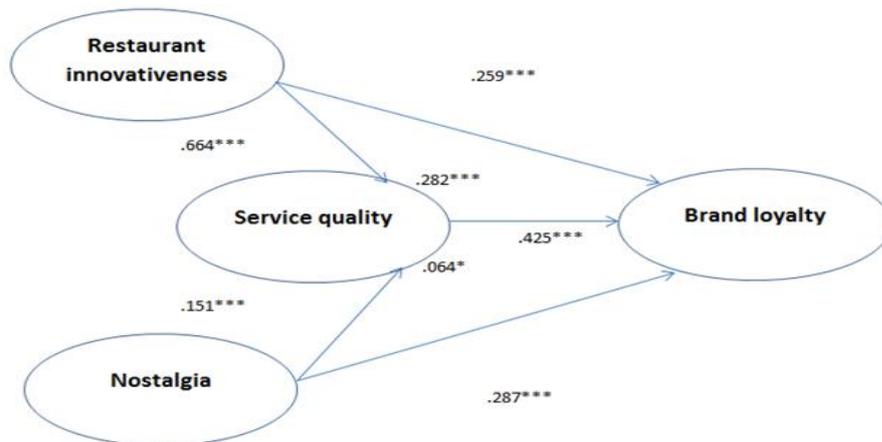


Figure 1 Hypothesized structural equation model

The structural model with standardized regression weights and coefficient of determination (R^2) values (.514) can be interpreted that restaurant innovativeness and nostalgia have impact on brand loyalty through service quality (51.4%). Therefore, to be a successful restaurant, one must have the right combination of innovativeness and nostalgia through service quality so as to encourage customer loyalty.

Conclusion and Recommendation

Table 3 The results of the research questions

Research questions	Results
RQ1: Which way between innovation and nostalgia can keep customer become loyal to a restaurant?	Innovativeness has a positive influence on brand loyalty ($\beta = .259$, p-value <.001); while nostalgia has positive effect on brand loyalty ($\beta = .287$, p-value <.001). Therefore nostalgia has more impact to brand loyalty than innovativeness.
RQ2: What is the impact of innovativeness and nostalgia on brand loyalty through service quality?	Innovativeness has a positive influence on brand loyalty through the mediating effect of service quality ($\beta = .282$, p-value <.001); Nostalgia has a positive impact on brand loyalty through the mediating effect of service quality ($\beta = .064$, p-value <.05). Therefore innovativeness has more positive impact on brand loyalty through the mediating effect of service quality.
RQ3: What is the role of innovativeness and nostalgia to service quality?	Innovativeness has a positive impact on service quality ($\beta = 0.664$, p-value <.001); while nostalgia has a positive impact on service quality ($\beta = 0.151$, p-value <.001). Therefore innovativeness has more impact to brand loyalty than nostalgia.
RQ4: What is the influence of service quality to brand loyalty?	Service quality has a positive impact on brand loyalty ($\beta = .425$, p-value <.01). Therefore service quality has impact to brand loyalty.

Research Implications

1. Theoretical Implications: Hypothesis 1 contends that innovativeness has a positive influence on brand loyalty; this study supports this fact. Sustainable business has to adapt well to the changes of times. This means that innovation implemented by restaurant owners in their business processes categorically encourages repurchase behaviors. Therefore, businesses have to be innovative in their approach as innovativeness is a key to competitiveness. In restaurant business, customers are often delighted by the changes they observe in the restaurant may it be in its atmosphere, menu, or service, and consequently this brings around brand loyalty.

As to hypothesis 2, the results of this study suggest that innovativeness has lesser impact on brand loyalty compared to nostalgia. This weak yet positive relationship could have been caused by certain factors, and one of which is customer innovativeness. Customer innovativeness is the tendency of the customers to search for something new all the time. Hirschman (1980) describe innovativeness as the desire to seek out the new and different, while Rubio (2008) contended that customers with high level of innovativeness show greater tendencies to try new products and service. Innovative consumers are important target market for companies who wish to introduce new products and services in the market. But customer innovativeness does not strongly facilitate brand loyalty as consumers having this characteristic do not stick to a brand. Nostalgia has its impact on consumers' cognition, emotions, attitudes and purchase intention (Marchegiani and Phau, 2010a, 2010b, 2011). So, when it comes to nostalgia, customers may find nostalgic experiences as appealing as they bring back good old memories of the past. Interior decoration, utensils even the staffs' uniform could help remind the customers of their good old days.

Hypothesis 3 confirms that innovativeness has a more positive impact on brand loyalty through the mediating effect of service quality. Putting it in context, when people think of innovativeness, they usually see something tangible or concrete. Therefore, they normally judge innovation from something that they have experienced or seen. Many customers apply service quality as a quality measurement when they have positive perception in service, then they become loyal to the brand. Customers readily voice out their satisfaction or dissatisfaction towards an innovation, but technically it takes them time to develop the feeling of loyalty.

According to hypothesis 4, it shows that nostalgia has a positive impact on brand loyalty through the mediating effect of service quality. Once it can satisfy consumer needs and wants, it leads to loyalty. However, when it passes through service quality, nostalgia does not create an impact for revisit intentions. The results from this study indicated that loyalty is important for restaurant business. Brand loyalty creates a great impact both on casual dining restaurant and fast-food restaurant (Heidarzadeh and Esmailpour, 2017). In short, nostalgia could be considered as a sense of feeling, emotion and mood simultaneously. It creates a sense of melancholy in relation to products, services, people, places, experiences, an idealized past, and by certain means, brands (Toledo and Lopes, 2016). Customers' expectation and perceptions of service quality delivered by restaurant are also essential in developing customer satisfaction and loyalty (Keshavarz, Jamshidi and Bakhtazma, 2016).

Hypothesis 5 states that innovativeness has positive effect on service quality; this study supports this contention. When the service innovation creates good service, it eventually satisfies the customers, and only when the customers are satisfied that they feel loyal to the brand. In Thailand, a strong and shared vision, staff engagement, high quality and innovation significantly increase customer satisfaction (Suriyankietkaew, 2016). This means that Thai consumers are particular with the quality of service they get from restaurants, and this significantly affects their satisfaction into it

According to hypothesis 6, it expresses that nostalgia has positive effect on service quality. Evans et al. (2010), Shimp (1981) and Woodside et al. (2004) nostalgic emotions serve as antecedents that influence the development of positive attitudes. Nostalgia has also been found to have a positive effect on the perceived value, satisfaction and loyalty (Wang et al., 2014).

Hypothesis 7 stresses that service quality has positive effect on brand loyalty; this study demonstrates this idea. In Thailand, knowledge of the staff and their ability to communicate effectively was seen to be the most important aspect in the perception of better service quality among Thai customers (Sornsaruht and Sawmong, 2017). Additionally, the quality of food, personal interaction, physical environment and perceived value serve as influencing factors in the word-of-mouth behavior of the customers (Jalilvand, Salimipour, Elyasi, and Mohammadi, 2017), which accordingly defines the relationship quality between the restaurant and its loyal customers. Wolter, Bock, Smith, and Cronin (2017) found that customer satisfaction creates loyalty thus, marketers should develop deep and meaningful relationships with their customers particularly the customer-company identification.

2. Managerial Implications: Aside from its theoretical implications, this study also has several managerial implications that could be helpful for managers and practitioners of the restaurant industry. Firstly, the findings of this study provide greater understanding about the behaviors and perceptions of restaurant customers in Bangkok. MK restaurant is the most popular restaurant in Bangkok followed by KFC and Fuji. These restaurants are well known all over Thailand not only in Bangkok. Their branches cover many areas so that people can visit easily. MK restaurant even claimed that they seriously train staff to provide good service to their customers. The restaurant becomes the place where family and friends come and enjoy food together.

Respondents come to restaurant mainly for dining. This means that customers pay a great deal of attention to food when they come dining in restaurants. Therefore, restaurant owners should be aware of the quality, taste, nutrition, variety and cleanliness of the food as this shows to be the utmost concerns of the diners. Dish presentation and new menu also need imaginative ideas to surprise the customers. Walker and Lundberg (2005) have reminded restaurant business owners that restaurant customers all have one basic urge, and that is hunger. Thus, he said that selling is often considered as an action that restaurant employees must perform once the customers arrive in the restaurant. He emphasizes that aside from eating restaurant customers also need the feeling of being recognized, and duly served. It is a fact that customers will select a restaurant that provides feelings of importance that comes in with recognition.

Meeting and relaxing are another foremost reason why customers visit restaurants. Interior design, decoration and relaxing ambience attract them to spend more time inside. Restaurant image and experiential value are important determinants of consumption intention. When customers eat out, they expect to experience a variety of food service environments. Therefore, service managers have to create an appropriate set of stimulus (de Rezende and Silva, 2014) in order to stimulate customer visits.

Another significant finding of the study is that usually there are two to three people coming to dine in restaurants. This is followed by four to five people. This then indicates that restaurants should have enough space and seats to accommodate these groups of people. The size of the tables and chairs should also be flexible and easily manageable for rearrangement should there be a need for more seats for a larger number of guests. However, there are some visitors who come alone, thus restaurants should also have a space for this type of consumers. Another important consideration is the meal price. According to results of this study, restaurant visitors usually spend less than five hundred baht per meal. However, it is apparent in the result that perceived value affect the loyalty of the customers to the brand, thus food

price and value must go well together. The next group of visitors mostly spend 500 to 800 baht per meal, which shows that certain visitors are quite concern about their expense, and accordingly try to save money. Price of meal is really important. Restaurants must present to customers that its food is worth its price.

Secondly, the findings suggest that when it comes to restaurant innovativeness, customers pay attention to food innovativeness than anything else. The findings of this study showed that customers are primarily concerned about taste of food than its variety or presentation. Therefore, the restaurant needs to improve the taste of their food in order to be more outstanding compared to their competitors. While scores from interaction process innovativeness goes high for the way in which the staff answer customers' questions, customers also would like to see sufficient staff working in the restaurant and to get nice customer treatment. For physical environment innovativeness, interior decoration matters the most. This means that visitors definitely pay attention to restaurant decoration when they select their favorite restaurants. The types of table and chairs must be comfortable for the customers to feel relaxed and spend considerable time in the restaurant.

Additionally, nostalgia presents a very viable method in encouraging customer loyalty. As shown, majority of the respondents feel that the foods in restaurants remind them of the good past memories they have shared with their loved ones at the same time relieve their experiences during childhood. For the service aspect, some customers are looking for the compatibility of the services rendered with the restaurant theme. For the tangible aspect, customers show greater tendency of finding something familiar when they step in the restaurant. They view that the utilization of interior and exterior decoration should be compatible with the theme. For the location aspect the restaurant should be situated in an area where its theme and physical ambience complement each other.. Nostalgia has the most impact towards brand loyalty. This means that the restaurant should create a desirable theme in order to draw the customer attention into it.

On the area of service quality, customers expect that the staff must be neat, tidy and appropriately dressed. A decoration of the restaurant should also match with the image and price range that the restaurant projects. Food must be exactly as they ordered it with prompt and quick service. Although restaurants are busy at certain times, employees have to work well with team to maintain speed and quality of service. Customers expect employees to completely answer questions. Therefore, all service providers need to be well-trained, competent, and experienced. However, employees need to be sensitive to individual needs and wants, rather than always relying on policies and procedures. In other words, restaurant personnel must be sensitive on this end in order for the customers to feel that they are being served well.

In terms of brand loyalty, it is surprising that cognitive attitude has lower score compared to affective attitude and conative attitude. This implies that customers found the restaurants to provide superior service quality as compared to any other restaurant brands. They also believe these restaurants provide more benefits than other restaurants in its category. For affective attitude, they feel better staying in these restaurants and love to hang around there. For conative attitude, the customers intend to continue staying at this restaurant even though other restaurants offer lower prices. This should tell restaurateurs to create their restaurants enjoyable for the customers to continuously patronize. This is because customers love to stay in the restaurant if they find it comfortable, enjoyable and relaxing.

Limitation

In as much as the findings of the study explain that certain dimensions affect the loyalty towards a restaurant, this current study also presents several limitations. First, the study may have limited generalizability because this research is focused on data specific only to restaurants. Thus, interpretation of the findings should be taken with great caution as they

may not be applicable to customers in other kinds of hospitality business or other kind of service business. Second, this study explored the dining experience of restaurant customers in Bangkok Metropolitan Region. Thus, the findings may pose certain differences if used against customers in other regions or other countries. Third, the findings provide expanded knowledge to restaurant operators if they investigated more on the other factors associated with brand loyalty such as brand personality and brand equity.

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