

# Entrepreneurial performance, Innovation platform, Integrated marketing communication and Customer value affect Toward purchasing decisions of restaurant franchising in Thailand

Chattip Manmai<sup>1</sup>, Tanapol Kortana<sup>2</sup>, Bundit Pungnirund<sup>3</sup> and Chompoon Saisama<sup>4</sup>

College of Innovation and Management, Suan Sunandha Rajabhat University, Thailand

Corresponding Author, Email: s64584945072@ssru.ac.th<sup>1</sup>

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## Abstract

Currently, there are only a few successful Thai restaurant franchises due to a lack of knowledge about franchise systems. A thorough understanding of how to build a proper franchise system is essential to manage a franchise successfully. This research sets out to explore several key objectives. First, it examines the levels of entrepreneurial performance, innovation platforms, integrated marketing communication, customer value, and the purchasing decisions associated with restaurant franchises in Thailand. Secondly, it investigates the influence of these variables on the decision to purchase a restaurant franchise. Lastly, it aims to develop a decision-making model for prospective franchise buyers in the Thai restaurant industry. The study employs a mixed-method approach, incorporating both quantitative and qualitative research. The quantitative aspect focuses on a sample of restaurant franchise entrepreneurs in Thailand, with the sample size determined by a criterion of 20 times the number of observed variables. Multi-stage random sampling was used to select participants, and data collection was carried out through questionnaires. The gathered data was then analyzed using structural equation modeling. In the qualitative phase, in-depth interviews were conducted with 20 key informants, all of whom are Thai restaurant franchise entrepreneurs. The findings revealed that entrepreneurial performance variables, innovation platforms, integrated marketing communication, customer value, and purchasing decisions were rated highly overall. However, integrated marketing communication was noted to be at a moderate level. Furthermore, entrepreneurial performance variables, innovation platforms, integrated marketing communication, and customer value significantly influence purchasing a restaurant franchise, with statistical significance at the 0.05 level.

Based on these results, a decision-making model called the "Thai Franchise Restaurant EIIC Model" (E = Entrepreneurial Performance, I = Innovation Platform, I = Integrated Marketing Communication, C = Customer Value) was developed to guide prospective buyers. Additionally, qualitative insights emphasized the importance of creating franchise systems that adhere to international standards. Business owners must also integrate modern management innovations, particularly within the context of the digital era, and utilize advanced information technology to promote their franchise systems effectively. This will enhance decision-making processes for purchasing restaurant franchises in Thailand and



ensure future success in this growing market. Theoretically, this study contributes to franchise and consumer decision-making theories by positioning customer value as both an independent and mediating variable in the EIIC model, providing a novel conceptual framework for analyzing purchase behaviors in the Thai franchise context.

**Keywords:** Influence of Entrepreneurial Performance, Innovation Platform, Integrated Marketing Communication, Customer Value, Purchase Decisions

## Introduction

Franchise businesses have become increasingly popular in Thailand, offering entrepreneurs a structured framework to leverage established brand recognition and operational support. Despite this, the factors influencing purchasing decisions within this sector are intricate and multifaceted. Current research underscores the significance of entrepreneurial performance, innovation platforms, and integrated marketing communication (IMC) in driving business success (Covin & Slevin, 1991; Gawer & Cusumano, 2014; Kotler & Keller, 2016). However, the interplay between these factors and their combined impact on purchasing decisions in the Thai franchise context remains underexplored.

Entrepreneurial performance, encompassing aspects such as financial outcomes, market share growth, and customer satisfaction, is crucial for franchise success. High-performing entrepreneurs are typically better equipped to navigate market challenges and seize opportunities, significantly influencing their decision to invest in franchise businesses. Yet, the extent to which entrepreneurial performance directly affects franchise purchasing decisions in Thailand warrants further investigation (Sriboonlue, 2019).

Innovation platforms provide essential resources, networks, and knowledge that drive growth and innovation within franchise businesses. These platforms are vital for maintaining a competitive edge in a rapidly evolving market environment (Gawer & Cusumano, 2014). However, there is limited research on how innovation platforms specifically impact franchise purchasing decisions in Thailand and whether their perceived value varies across different types of franchises (Vilasin, 2019).

Integrated marketing communication (IMC) strategies are crucial for building brand awareness and effectively engaging customers. For franchise businesses, IMC enhances the visibility and attractiveness of the franchise brand, thereby influencing entrepreneurs' decisions to invest (Kotler & Keller, 2016). The role of IMC in shaping franchise purchasing decisions, particularly in conjunction with entrepreneurial performance and innovation platforms, has not been comprehensively studied in the Thai context (Siriphat, 2022).

This research aims to fill these gaps by examining the combined effect of entrepreneurial performance, innovation platforms, and IMC on the purchasing decisions of entrepreneurs in the Thai franchise sector. Understanding the relationships among these factors is crucial for developing strategies that maximize success in the Thai franchise market.



The findings will provide valuable insights for entrepreneurs, franchisors, and policymakers, enabling informed decision-making and enhancing the overall effectiveness of franchise business models in Thailand.

Unlike previous studies, which often focused on isolated factors, this research integrates entrepreneurial performance, innovation platforms, and marketing communication within a unified decision-making framework. Recent reports from the Thai Franchise Center (2023) indicate a 17% annual growth in food franchise registrations, reinforcing the timeliness and practical relevance of this research.

## Objectives

1. To study the level of entrepreneurial performance variables, innovation platform, integrated marketing communication, customer value and purchasing decision of restaurant franchise in Thailand.
2. To study the influence of entrepreneurial performance variables, innovation platform, integrated marketing communications, and customer value affect the decision to purchase a restaurant franchise in Thailand.
3. Developing a decision-making model for purchasing a restaurant franchise in Thailand
4. To examine the mediating role of customer value in the relationship between entrepreneurial performance, innovation platform, integrated marketing communication, and purchasing decisions in Thai restaurant franchising

## Literature Review

Entrepreneurial performance is a critical determinant of success in the franchise business sector. This performance is often influenced by components such as strategic entrepreneurial awareness, financial performance, learning orientation, and the business model. Understanding how these components affect purchasing decisions can provide valuable insights for franchisees and franchisors. This literature review examines research studies from 2015 to 2024 to explore the impact of these entrepreneurial performance components on purchasing decisions in the franchise sector (Kuckertz et al., 2017; Lumpkin et al., 2016; Baker & Sinkula, 2015; Damanpour & Aravind, 2016; Covin & Wales, 2018; Harrigan, Ramsey, & Ibbotson, 2020). The researcher can thus hypothesize that

**H1: Entrepreneurial Performance has a positive effect on Purchasing Decisions of Restaurant Franchise.**

Entrepreneurial performance is crucial in shaping customer value, particularly in dynamic business environments. This performance is influenced by various components such as strategic entrepreneurial awareness, financial performance, learning orientation, and the business model. Understanding how these components contribute to customer value can provide insights into effective business strategies. This literature review explores research



studies from 2015 to 2024 to examine the relationship between entrepreneurial performance and customer value.

Strategic entrepreneurial awareness involves the proactive identification and exploitation of opportunities and threats in the market. A study by Kuckertz, Kollmann, Krell, and Stöckmann (2017) highlights the importance of strategic awareness in enhancing customer value. Businesses that demonstrate high levels of strategic awareness are better positioned to deliver value by anticipating customer needs and market trends. This proactive approach allows businesses to create products and services that meet or exceed customer expectations, thereby enhancing perceived value (Kuckertz et al., 2017).

Financial performance is a fundamental component of entrepreneurial success and significantly impacts customer value. According to Lumpkin, Brigham, and Moss (2016), businesses with strong financial performance can invest in quality improvements, innovation, and customer service. These investments translate into higher customer satisfaction and loyalty, as customers perceive greater value in products and services that offer superior quality and reliability. Financially stable businesses can also afford to implement customer-centric strategies that enhance overall value (Lumpkin, Brigham, & Moss, 2016).

Learning orientation refers to an organization's commitment to continuous learning, knowledge acquisition, and improvement. Research by Baker and Sinkula (2015) suggests that businesses with a strong learning orientation are more adept at understanding and meeting customer needs. These businesses continuously gather and analyze customer feedback, market trends, and best practices, allowing them to refine their offerings and enhance customer value. A flexible and innovative business model supports this learning process, enabling businesses to adapt quickly to changes and maintain a competitive edge (Baker & Sinkula, 2015). The researcher can thus hypothesize that

**H2: Entrepreneurial Performance has a positive effect on Customer Value.**

Innovation is a key driver of success in franchise ventures, encompassing product, process, and service innovations. These innovations, facilitated by robust innovation platforms, can significantly enhance the competitiveness and performance of franchise businesses. This literature review examines how innovation in products, processes, and services contributes to the success of franchise ventures, drawing on research studies from 2015 to 2024.

Dunkin' (formerly Dunkin' Donuts) provides an illustrative example of successful product innovation. A study by Byrom and Lehman (2017) discusses how Dunkin' has utilized an innovation platform to develop new coffee blends, beverage options, and food items that appeal to a broader customer base. Dunkin's emphasis on continuous product innovation has enabled it to remain competitive in the fast-paced coffee and quick-service restaurant markets. This approach has not only attracted new customers but also retained loyal patrons by consistently meeting their evolving tastes and preferences (Byrom & Lehman, 2017).



The UPS Store exemplifies effective process innovation within franchise systems. Research by Smith and Chen (2018) highlights how the UPS Store has integrated advanced logistics and automated systems to streamline its service delivery processes. By leveraging its innovation platform, the UPS Store has improved operational efficiency, reduced wait times, and enhanced the overall customer experience. These process innovations have allowed the franchise to offer more reliable and efficient services, contributing to its success in the competitive logistics and shipping industry (Smith & Chen, 2018).

Marriott International is a leading example of service innovation in the franchise sector. A study by Brown and Jones (2019) explores how Marriott has used its innovation platform to introduce new service initiatives such as the Marriott Bonvoy loyalty program and the use of mobile apps for check-in and room selection. These innovations have significantly enhanced the convenience and personalization of Marriott's services, leading to increased customer satisfaction and loyalty. Marriott's commitment to service innovation has been a key factor in its global success and strong brand reputation (Brown & Jones, 2019).

Innovation platform-based product, process, and service innovations are vital to the success of franchise ventures. These innovations enable franchises to respond to market trends, optimize operations, and enhance customer experiences. Case studies of Dunkin', the UPS Store, and Marriott International illustrate how innovation platforms facilitate continuous improvement and competitive advantage. Future research should continue to explore the role of innovation platforms in driving franchise success, considering the evolving business landscape and technological advancements. The researcher can thus hypothesize that

### **H3: Innovation Platform has a positive effect on Customer Value.**

Integrated Marketing Communication (IMC) strategies play a crucial role in enhancing customer value by delivering a consistent message across various marketing channels. IMC strategies aim to create a unified and seamless experience for customers, which can significantly influence their perceptions and behaviors. This literature review explores how IMC strategies impact customer value, drawing on research studies. Sales promotion involves offering short-term incentives to encourage product purchases or sales. According to Chandon, Hutchinson, Bradlow, and Young (2016), sales promotions provide immediate economic benefits, attracting price-sensitive customers and encouraging trial purchases. When integrated into an IMC strategy, sales promotions can boost short-term sales and foster long-term loyalty by creating a sense of value and savings. Financial incentives like discounts and coupons enhance customer satisfaction and loyalty by offering immediate value (Blattberg & Neslin, 2019).

Advertising, a paid form of communication, enhances customer value by increasing brand awareness and shaping perceptions. Tellis (2018) found that consistent advertising aligned with the IMC strategy builds brand equity and emotional connections, making customers more likely to view the brand as offering superior value. Compelling advertising messages also reinforce the brand's value proposition, driving loyalty and long-term



engagement (Keller, 2016). Personal selling involves direct interaction between sales representatives and customers. Johnston and Marshall (2016) highlighted that personal selling enhances customer value through personalized attention and tailored solutions, resulting in higher satisfaction and loyalty. Personal selling complements other marketing efforts by adding a human touch, fostering trust and rapport (Darmon & Martin, 2018). Public relations (PR) enhances customer value by managing the spread of information and building a positive brand image. Effective PR campaigns influence public perceptions, manage crises, and enhance brand credibility (Grunig, 2016). PR efforts aligned with an IMC strategy strengthen customer trust and reinforce the brand's reputation (Kitchen & Burgmann, 2018). Digital marketing, encompassing online activities such as social media, email, and SEO, provides personalized, targeted, and interactive experiences. Chaffey and Smith (2017) highlighted that digital marketing enhances customer value by engaging customers in real-time, offering tailored content, and optimizing marketing efforts based on data insights. Integrated into an IMC strategy, digital marketing creates a seamless and engaging customer journey, further boosting value (Ryan, 2016). Overall, consistent IMC strategies across channels help build stronger product associations and foster customer satisfaction, contributing to a cohesive and satisfying brand experience (Shi et al., 2020). The researcher can thus hypothesize that

**H4: Integrated Marketing Communication has a positive effect on Customer Value.**

Integrated Marketing Communication (IMC) strategies play a crucial role in influencing purchasing decisions in franchise businesses. Sales promotions, such as discounts and special offers, attract customers and encourage trial purchases, especially when combined with advertising and digital marketing (Buil et al., 2018). Advertising enhances brand awareness and shapes consumer perceptions, while personal selling builds trust through direct interactions with customers (Johnston & Marshall, 2016). Public relations help maintain a positive brand image, reinforcing credibility and trustworthiness (Grunig, 2016).

Digital marketing complements these efforts by providing personalized, data-driven experiences and real-time engagement (Chaffey & Smith, 2017). Case studies of KFC and Burger King demonstrate how integrated strategies, combining sales promotions, advertising, PR, and digital marketing, successfully drive customer engagement and influence purchasing decisions (Lee & Tan, 2017; Smith & Zook, 2018). The synergy between these IMC components creates a cohesive brand experience that enhances customer perception of value and loyalty. Future research should continue to explore the impact of these dynamic interactions on franchise business success. The researcher can thus hypothesize that

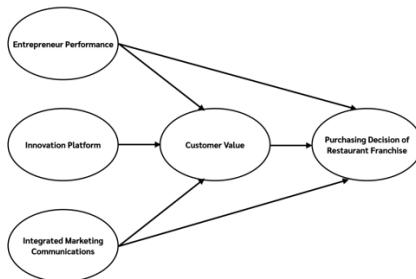
**H5: Integrated Marketing Communication has a positive effect on Customer Value.**

The synergy between entrepreneurial performance, innovation platforms, and IMC significantly influences purchasing decisions in franchise businesses. High entrepreneurial performance fosters continuous innovation, supported by a strong innovation platform that adapts to market changes. IMC effectively communicates these efforts, creating a compelling

value proposition that enhances customer engagement and loyalty. Trust plays a critical role in driving sustainable purchase intentions, with customer participation in CSR initiatives, utility value, and hedonic value all positively impacting trust and purchase decisions. Ultimately, balancing these elements is crucial for franchises to achieve success and optimal results. The researcher can thus hypothesize that

**H6: Integrated Marketing Communication has a positive effect on Purchasing Decisions of Restaurant Franchise.**

Based on the literature review and the development of the aforementioned hypotheses, the researcher was able to construct the research framework as shown in Figure



**Figure 1** The Research Framework

## Methodology

The population in this research comprises owners of restaurant franchise businesses. The researcher employed quota sampling by specifying the characteristics of companies engaged in restaurant franchise business operations. Subsequently, the researcher used convenience sampling to randomly select samples from each company, ensuring representation from all departments or units of that company. The data collection tool used was a questionnaire, and a total of 400 participants were surveyed. An additional 50 participants were surveyed as a buffer in case of incomplete or lost data, making a total of 450 participants. The sample size for this study was set at 400 participants, in accordance with the recommendation by Hair et al. (2010), who suggested an appropriate sample size ranging from 200 to 400. This aligns with the recommendation by Yuan et al. (2010) regarding sample size determination for structural equation modeling (SEM) analysis. This research is a quantitative study conducted by collecting data from secondary sources through literature review, including relevant concepts, theories, documents, and related research. Additionally, primary data was collected using questionnaires as the research instrument. Data analysis was performed using statistical methods with a social science research software package. Descriptive statistics were employed to describe the characteristics of the data, while inferential statistics, such as structural equation modeling (SEM), were used to conduct confirmatory factor analysis (CFA) on all variables within the research framework. Path analysis was also performed to test hypotheses and explain both the direct and indirect influences of the variables.

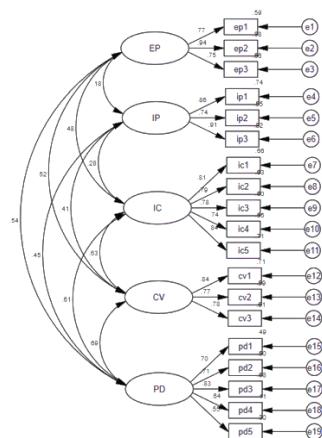


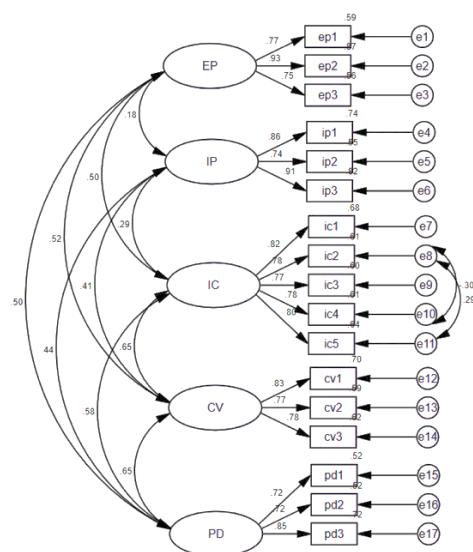
The research instrument used in this study is a questionnaire, which was developed from reviewing literature and relevant research. The questionnaire consists of closed-ended questions and is divided into two sections: the first section collects demographic information, and the second section contains questions to measure the level of opinions regarding the variables: Entrepreneurial Performance, Innovation Platform, Integrated Marketing Communication, Customer Value, and Purchasing Decisions. The instrument was tested for reliability by assessing content validity and reliability using Cronbach's alpha method. The results showed that the average observed variables had alpha coefficients exceeding the threshold of 0.70 for all variables, indicating that the questionnaire developed by the researcher possesses a high level of reliability suitable for collecting data to be used in statistical analysis in this research.

## Research Results

The sample group collected for this research, when considering the majority proportions, reveals that most of the respondents are male, with 219 individuals accounting for 54.75%. The majority of respondents are aged between 45-54 years, totaling 180 individuals. In terms of education level, 206 respondents (51.5%) hold a master's degree. The largest occupational group is Employed, with 262 individuals representing 65.5%. Most respondents have an income in the range of 20,001-40,000 baht, with 145 individuals accounting for 36.25%.

The structural validity of the latent variables was examined by the researcher through an analysis of the relationship between each measurement model. The measurement models were tested using Confirmatory Factor Analysis (CFA) to assess both the validity and reliability of the measurement scales used in this research. The researcher evaluated the relationships between each latent variable by considering the factor loading weights within each measurement model. It was essential to assess the factor loadings of the observed variables in each measurement model to ensure they were higher than the correlations between the latent variables. The results of the analysis are presented in Figure 2.





**Figure 3** presents the results of the confirmatory factor analysis (CFA), which have been adjusted by removing observed variables with factor loadings below the threshold and linking relationships between error terms.

From Figure 3, it can be observed that the relationships between the latent variables are lower than the relationships between the observed variables and the latent variables within the same measurement model component. Therefore, it can be concluded that the remaining observed variables can effectively explain the latent variables in each category of the latent variable components. Additionally, these observed variables have factor loadings higher than the threshold, indicating that the measurement model of all latent variables can be used for accurate measurement.

Subsequently, the researcher conducted further analysis to assess the validity and reliability of the adjusted measurement model, using techniques to evaluate construct reliability, convergent validity, discriminant validity, and consistency with empirical data. For the construct reliability test, the researcher referred to the composite reliability (CR) values, following the literature of Fornell and Larcker (1981), and used the remaining 17 observed variables from the measurement model test.

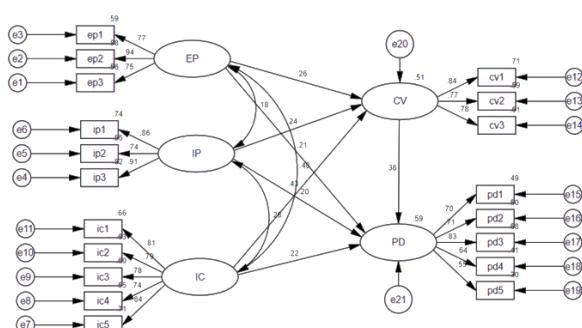
**Table 1** shows the results of the construct reliability test, the composite reliability (CR) coefficients, and the average variance extracted (AVE).

Latent Variable	The remaining number of observed variables.	Construct Reliability	AVE
EP	3	0.860	0.673
IP	3	0.877	0.705
IC	5	0.893	0.624
CV	3	0.836	0.630
PD	3	0.809	0.586

From table 1 It can be observed that the construct reliability coefficients (CR) of all variables exceed 0.60, leading to the conclusion that each latent variable can adequately explain the set of observed variables according to the measurement model created by the researcher (Diamantopoulos and Siguaw, 2000: 90-91; Saarani and Shahadan, 2012). The researcher also tested for convergent validity using the analysis of average variance extracted (AVE). As shown in Table 4.16, the AVE values for each latent variable are all greater than 0.50, which indicates sufficient and appropriate measurement accuracy (Fornell and Larcker, 1981).

For the discriminant validity test, the researcher followed the criteria from Fornell and Larcker (1981). The results show that the square root of the AVE for each variable is greater than the pairwise correlation coefficients between each latent variable and the others in the model, confirming sufficient discriminant validity (Hair et al., 2014). The lowest square root of AVE among the variables is 0.725, indicating that discriminant validity is sufficiently high.

The results of the analysis to examine the consistency of the structural equation model created by the researcher, based on the established hypotheses, aimed to determine whether it aligns with the empirical data using a statistical software package. Upon reviewing the fit index values, it was found that the hypothesized model does not closely fit the empirical data. This can be observed from the fit index values, some of which do not meet the established standard criteria. Therefore, it can be concluded that the structural equation model does not yet align with the empirical data. As a result, the parameter estimates in the structural equation model are not reliable enough for practical use. The researcher has presented the structural equation model based on the hypothesis, which does not yet align with the empirical data, as shown in Figure 4.

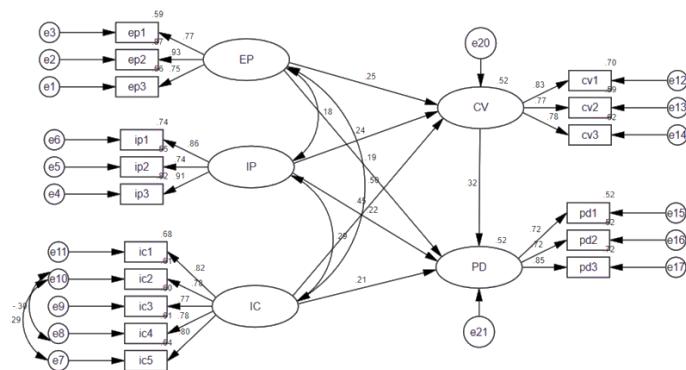


**Figure 4** presents the results of the preliminary structural equation model analysis based on the hypothesis (Hypothesis Model), showing standardized scores.

Upon reviewing Figure 4, it can be observed that some observed variables, such as pd4 and pd5, have factor loadings below the threshold. The researcher removed these variables and then revised and developed the structural equation model based on the hypothesis (Modification Model) to align with the empirical data. This was done by allowing the variances of the standardized residuals of certain observed variable pairs to correlate,

based on conceptual and theoretical appropriateness, as well as related research studies. The appropriateness and feasibility of discussing the research results after modifying the model were also considered. In this case, the researcher connected the relationships between e10 and e8 for the observed variables ic2 and ic4, and also between e10 and e5 for the observed variables ic2 and ic5 to establish a correlation. After performing a new analysis, the revised measurement model is depicted in Figure 4. The results of the analysis to examine the consistency of the structural equation model (Hypothesis Model) with the empirical data, using statistical software, revealed that the hypothesized model aligns with the empirical data based on the fit index values.

The revised structural equation model demonstrates an acceptable fit with the empirical data, as indicated by the following fit index values:  $\chi^2 = 359.302$ ,  $df = 107$ ,  $p\text{-value} = 0.000$ ,  $\chi^2/df = 3.359$ ,  $GFI = 0.908$ ,  $NFI = 0.913$ ,  $IFI = 0.937$ ,  $CFI = 0.937$ ,  $RMR = 0.039$ , and  $RMSEA = 0.077$ . All of these fit statistics meet the evaluation criteria. Therefore, it can be concluded that the revised structural equation model (Adjusted Model) is consistent with the empirical data (Model Fit). It is worth noting that although the  $p$ -value remains low, the  $p$ -value is derived from the chi-square test, which is a non-parametric statistic that is highly sensitive to sample size. Thus, other goodness-of-fit indices are considered more relevant in this context. As a result, the parameter estimates in the adjusted structural equation model are reliable enough for practical application. The researcher presents the analysis results as shown in Figure 5.



**Figure 5** presents the results of the analysis for the adjusted structural equation model (Adjusted Model), which is consistent with the empirical data and displayed as standardized scores

The influence paths between the latent variables outlined according to the hypotheses established by the researcher in the model are consistent with all hypotheses, as follows: Entrepreneur Performance has a direct influence on Customer Value, with an influence coefficient of 0.252, which is statistically significant at the 0.001 level. Innovation Platform has a direct influence on Customer Value, with an influence coefficient of 0.237, which is statistically significant at the 0.001 level. Integrated Marketing Communication has a direct influence on Customer Value, with an influence coefficient of 0.452, which is

statistically significant at the 0.001 level. Entrepreneur Performance has a direct influence on Purchasing Decision of Restaurant Franchise, with an influence coefficient of 0.194, which is statistically significant at the 0.001 level. Innovation Platform has a direct influence on Purchasing Decision of Restaurant Franchise, with an influence coefficient of 0.217, which is statistically significant at the 0.001 level. Integrated Marketing Communication has a direct influence on Purchasing Decision of Restaurant Franchise, with an influence coefficient of 0.213, which is statistically significant at the 0.01 level. Customer Value has a direct influence on Purchasing Decision of Restaurant Franchise, with an influence coefficient of 0.318, which is statistically significant at the 0.001 level. In terms of indirect effects: Entrepreneur Performance has an indirect influence on Purchasing Decision of Restaurant Franchise, with an influence coefficient of 0.080, which is statistically significant at the 0.001 level. Innovation Platform has an indirect influence on Purchasing Decision of Restaurant Franchise, with an influence coefficient of 0.075, which is statistically significant at the 0.001 level. Integrated Marketing Communication has an indirect influence on Purchasing Decision of Restaurant Franchise, with an influence coefficient of 0.144, which is statistically significant at the 0.01 level. Moreover, the factors Entrepreneur Performance, Innovation Platform, and Integrated Marketing Communication collectively predict Customer Value with 52% accuracy. Similarly, the factors Entrepreneur Performance, Innovation Platform, Integrated Marketing Communication, and Customer Value together predict Purchasing Decision of Restaurant Franchise with 52% accuracy.

### Conclusion and Discussion

The research findings reveal that the latent variable Entrepreneurial Performance has a direct influence on the Purchasing Decision of restaurant franchise businesses in Thailand. It can be discussed that understanding the business environment is crucial. Entrepreneurs with effective strategic planning can identify customer needs and develop products or services that align with consumer expectations. Strategic decisions, such as introducing new menus that align with health trends, selecting optimal store locations, or utilizing modern technology in customer service, are key factors that help attract customers and increase sales.

Strategic awareness also affects consumer purchasing decisions by highlighting the entrepreneur's business management capabilities. Customers tend to choose businesses that exhibit professionalism and can adapt effectively to market demands. Entrepreneurs who can address challenges in the business while also incorporating innovations and new methods to meet market needs are more likely to succeed. For example, implementing online food ordering systems during shifts in consumer dining behavior or developing convenient services, such as adding contactless payment options, are results of entrepreneurs' learning and adaptability. This discussion aligns with the literature by Palalic et al. (2021).



The research findings reveal that Integrated Marketing Communications has a direct influence on the Purchasing Decision of restaurant franchise businesses in Thailand. It can be discussed that sales promotion is one of the key tools of Integrated Marketing Communications that helps stimulate immediate purchasing decisions by offering incentives that can attract customers' attention in the short term. Sales promotions in restaurant franchise businesses may include special price discounts, discount coupons, buy-one-get-one-free deals, or holiday promotions. These not only attract new customers but also encourage repeat business from existing customers, thereby boosting short-term sales and increasing brand loyalty. In restaurant franchise businesses, advertising helps customers recognize the uniqueness of the brand. Direct marketing is highly effective in building strong relationships with customers and increasing the likelihood of purchasing decisions, as it allows for targeted communication that directly addresses customer needs. For example, sending special discount coupons or promotions for new menu items to restaurant members encourages them to use the service within a short time frame. Additionally, direct marketing helps businesses communicate more effectively with customers who have specific interests. This discussion aligns with the literature by Budianto and Dewi (2024).

Interestingly, while IMC had a strong direct impact on both customer value and purchasing decisions, its indirect effect via customer value was even more pronounced. This suggests that in Thailand's digital economy, IMC may be most effective when enhancing customer-perceived value rather than merely driving sales tactics.

The research findings reveal that the latent variable Customer Value has a direct influence on the Purchasing Decision of restaurant franchise businesses in Thailand. It can be discussed that quality is one of the most important factors that affects how customers feel and perceive the value they receive from the products or services. For restaurant franchise businesses in Thailand, the quality of food and service is a key factor that influences customers' decisions to choose a particular franchise. Customers look for quality in several dimensions, such as the quality of the ingredients used in cooking, the taste, and food preparation, as well as good and fast service. Restaurants that consistently maintain quality across all branches can instill confidence in customers that they will receive a positive experience, no matter which branch they visit. Additionally, a brand image that aligns with the needs and values of the target audience helps increase credibility and long-term loyalty among customers. This discussion aligns with the literature by Simbolon et al. (2020).

From the research on "The Influence of Entrepreneurial Performance, Innovation Platform, Integrated Marketing Communication, and Customer Value Affecting Purchasing Decisions of Restaurant Franchising in Thailand," the researcher has the following recommendations: Policy recommendations that impact the operational performance of restaurant franchise businesses in Thailand are as follows: Executives or individuals responsible for restaurant franchise businesses should prioritize strategies related to innovation and technology that can be integrated into processes and services for customers.

These initiatives stem from quick strategic decisions made by business owners or empowered entrepreneurs. Additionally, significant emphasis should be placed on marketing communications. It is recommended to invest in various social media platforms and marketing activities, as these factors influence the perception of the brand value of restaurant franchises and increase consumers' purchasing decisions. Marketing promotion activities should be organized continuously to create engagement between customers and the restaurant. These actions can significantly impact customers' positive purchasing decisions, benefiting the business in the long term.

From a theoretical standpoint, this research contributes to extending the franchise decision-making literature by validating a multifactorial model (EIC) that incorporates both direct and mediated effects. Future research should explore the role of franchisee satisfaction, digital maturity, and regional variations as potential moderating variables in this framework.

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