

# THE INFLUENCE OF CORPORATE IMAGE AND MARKETING MIX ON CONSUMER MOTIVES: AN EMPIRICAL STUDY OF MK RESTAURANTS

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## Abstract

This paper investigates the factors of personal demographics, corporate image, and the marketing mix, which influence customer motives regarding consumption at MK suki restaurants. Cluster sampling of 400 MK suki restaurant customers in Ubon Ratchathani Province, Thailand, was conducted at four branches: Central Ubon Ratchathani, Tesco Lotus Ubon Ratchathani, Big C Ubon Ratchathani, and Big C Warin Chamrap. The questionnaire developed had high internal validity and high reliability, indicating its adequacy for providing information on the personal factors, corporate image, and marketing mix factors regarding customer motives. The statistical analysis included descriptive statistics, correlation coefficients, and multiple regression analysis. Results of the multiple regression analysis indicated that the independent variables were correlated with ( $r = 0.76$ ) customer motives at a high level. The marketing mix and corporate image could predict 56% ( $R^2$ -adjusted = 0.56) of customer motivation. The independent variables affecting customer motives with a statistical significance at the 0.01 level were marketing promotion, distribution channel, goods and services, and atmosphere. One potential application of the study's results is in improving business management using various imperative strategies, at both MK Restaurant and other restaurants. Examples of these imperative strategies include the restaurant climate and promotion activities which help to create a competitive advantage and improved customer satisfaction. Moreover, to persuade new customers with good products and services, increasing distribution channels and corporate social responsibility were found to be vital, as well as helping to create business sustainability and meet consumers' needs.

**Keywords:** Corporate Image, Marketing Mix, Customer Motives, Suki Restaurant

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## 1. INTRODUCTION

Restaurant businesses are continuously growing as a result of structural changes, such as smaller households and changing consumer lifestyles. Restaurant businesses are likely to increase during economic cycles (Syamananda, 2019). The Economic Intelligence Center (EIC) of Siam Commercial Bank estimates a 4-5% business expansion in 2019-2020 as a result of the changing population structure, which includes smaller households, urban development, and changing consumer lifestyles. Entrepreneurs must adapt to critical trends shaping the restaurant industry: for instance, the restaurant atmosphere, promotion or review of the food and shop by influencers and on food searching platforms, and the restaurant's reputation in delivery channels such as Grab. With more new restaurants opening annually, restaurateurs must pay attention, not only to their food and service, but also the restaurant's physical atmosphere. A restaurant's atmosphere has a significant positive or negative impact on its image (Yip & Esa, 2018).

Moreover, restaurants should have a high product quality and variety, good design features, and good service, as service is an integral part of the product, being like a built-in feature of the product. According to Kotler and Armstrong (2016), service should be evaluated periodically, in order to assess consumers' service satisfaction. Despite the constant growth of the restaurant business sector, a high number of entrepreneurs

do not succeed, and go out of business. Consequently, before stepping in, entrepreneurs should be careful; choosing a proper location, and focusing on quality and service will make a difference to their likelihood of success. More importantly, price and building relationships with customers are key to the survival of a restaurant business in the long run (Syamananda, 2019).

Euromonitor shows that foodservice business revenue in Thailand consistently grew by 4% each year between 2013 and 2018. The EIC estimated that the restaurant service would increase by a further 4-5% between 2019 and 2020. The key driving factors are the changing population structure, characterised by households becoming smaller and having a greater need for convenience; and urbanization, which is coupled with the expansion of new shopping centers. These factors influence people to change their behavior: dining out and ordering takeaway meals more often. According to the SPELL OUT NAME (NSO) survey of Thai household expenditure on food, Thai households spent approximately 3% more per year, on eating out or takeaway between 2009 and 2018. This information is consistent with the EIC (2017) survey on consumption behavior which reported that 68% of respondents did more outdoor activities. The most popular of which, voted by 65%, was eating out. 76% of consumers spent more money on outdoor activities, as illustrated in Figures 1 and 2.

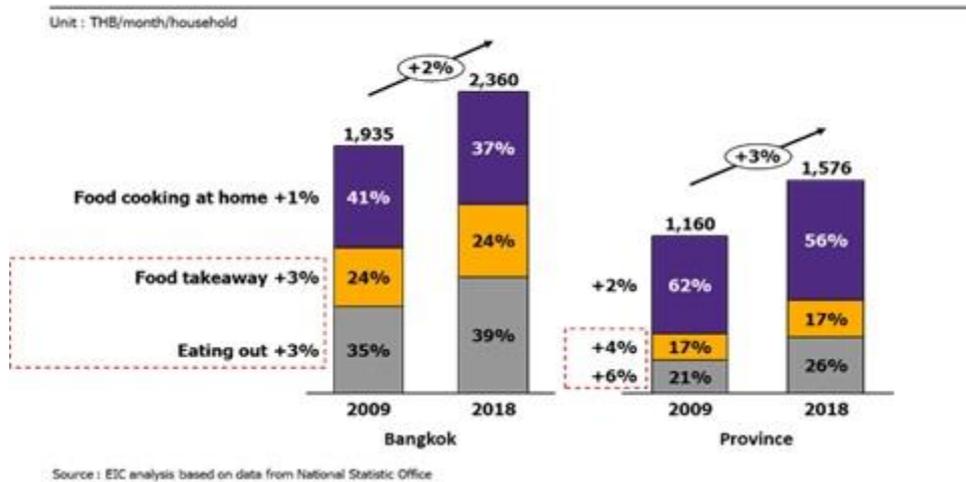


Figure 1: Household spending on Food

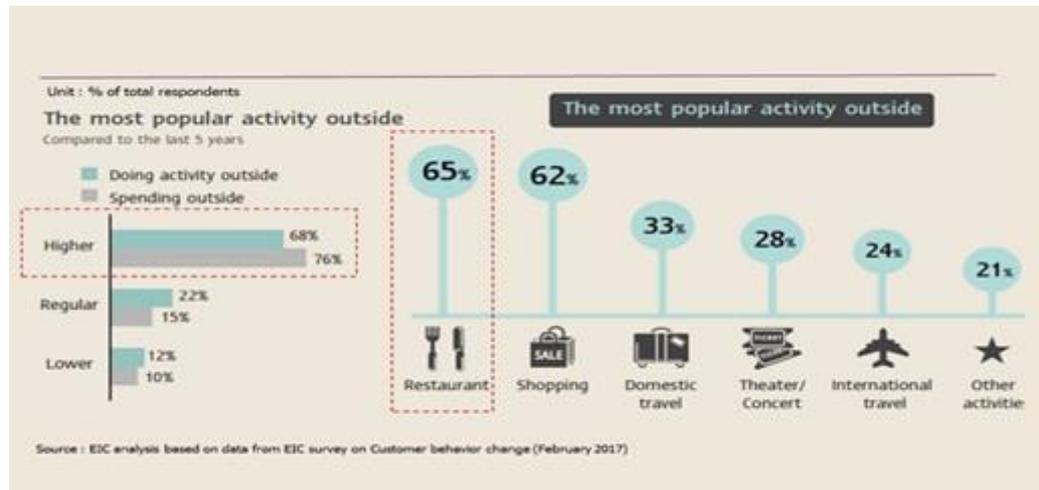


Figure 2: EIC survey on consumer's activity outside

The restaurant business is of great importance to the service sector and the Thai economy. The turnover value of the restaurant sector is at least 400 billion baht, accounting for 4.7% of GDP in the service sector. During the past 4-5 years, the restaurant business has expanded through the investment of existing and new entrepreneurs. The Kasikorn Thai Research Center (2020) expected the

restaurant business to have a total value of 4.37-4.41 billion baht in that year, showing an expansion of 1.4-2.4% from 2019, a slower growth rate than previously reported. There are challenges in all areas, such as contraction. Decline in sales at particular stores has pushed large operators of mid-priced restaurants to invest more, raising business costs, while the behavior and needs of

consumers are also changing rapidly, along with trends in the growing role of technology. Such challenges will put pressure on restaurant business operators, especially for middle to small entrepreneurs and street food restaurants, with storefronts to accelerate adjustments, such as increasing access to consumers, which makes a difference through increasing the value of products and services. Business processes should be altered to be more flexible and efficient. The Kasikorn Thai Research Center (2020) believes that the 2020 restaurant business will face challenges from more intense all-around factors. Restaurants, both existing and new, may suffer from a shortened life cycle, with the restaurant business opening and closing within a short period.

Phakdito and Sutamuang (2013) found that different customer personalities, such as gender, age, education, social status, occupation, income, and family members, influenced different consumer behaviors, such as reasons for buying food outside the home, or buying a specific product or brand, as well as the source of purchases. The marketing mix factors are important influences on the buying decision of consumers. Customers also expect high product quality, and benefits for buying certain products and brands. Other marketing mix factors, such as price, distribution channels, and promotion, were factors that affected buying decisions for consumption of goods by consumers of different ages in Bangkok and suburban areas. This

result is related to the marketing mix theory of McCarthy (1960), as cited by Kotler and Armstrong (2006). Marketing strategy involves consideration of the product, price, place, and promotion, so that companies can allocate and manage their marketing resources effectively, achieving their profit-related objectives in the long run (Mongay, 2006). The 4Ps of the marketing mix are controllable variables that help to create effective marketing strategies (Bootwala, Mali, and Lawrence, 2009).

Nowadays, Thai people are changing their lifestyles to eat more healthy food. Most people, when they think about healthy eating, think they should have vegetables and low calories, which do not make people fat. Suki is therefore an excellent choice for health lovers, as it is mainly vegetable-based, also including meat & animal products, such as pork, chicken, tofu, vermicelli, mushrooms, and eggs added into the soup. Sukiyaki is eaten with a dipping sauce that is beneficial to the body, with complete nutrients. The most popular and well-known sukiyaki brand for Thai people is the MK suki restaurant chain which has an excellent corporate image in terms of taste, high-quality ingredients without chemicals, fresh and clean. Corporate image is so important that it forms a mental picture of the restaurant in the consumer's psychological association. Some studies demonstrate that corporate image is an essential factor in verbal evaluation of a company's services (Esmaeilpour and Barjoei, 2016). Currently, MK

has 400 branches nationwide, with overseas branches in Japan, Vietnam, Singapore, and Indonesia. Many new sukiyaki restaurants have opened in Ubon Ratchathani province, for example, Shabushi restaurant, Hotpot restaurant, Whale Jaidee restaurant, and Shabu Indy restaurant. Turnover of each brand is highly competitive, with each shop required to create different strategies to gain a competitive advantage and motivate consumers to select its goods and services over others.

This research study investigated the corporate image and factors of the marketing mix influencing customer motives to consume at an MK suki restaurant. The results from this research can provide a guideline for the sukiyaki restaurant business, providing support in developing marketing strategies, and a corporate image which follows the needs of consumers. Furthermore, the study's results contain implications for several stakeholders, including the management of companies involved in the business of MK suki, and policymakers, as well as future researchers and scholars.

## **RESEARCH OBJECTIVES**

1. To study the priority of personal factors, corporate image, and the marketing mix, regarding customer motives for consumption at MK suki restaurants; and
2. To investigate the influence of personal factors, corporate image, and the marketing mix on

customer motives for consumption at MK suki restaurants.

## **2. LITERATURE REVIEW**

### **2.1 Consumer Motive**

“Motivation” comes from the Latin verb “Movere”, which has the same meaning in English as “to move”, meaning “to persuade or tend to lead a person to action or practice” (Kidd, 1973, p. X). Therefore, motivation has received a lot of attention in many fields of psychology and business studies. Lovell (1980) argued that motivation is a process that persuades a person to persevere in fulfilling particular needs. Domjan (1996) explained that motivation is a condition in which a person increases their behavior and activity intentionally in order to achieve a desired goal. In conclusion, motivation or motive is a process in which a person is energized by a stimulus to act or struggle to achieve a specific purpose intentionally. Motivation in consuming goods or services is also a necessary behavior, inducing a person to purchase, as consumer demand is an incentive for consumers to buy various products and services, and to meet their needs, achieved through the presentation of different special privileges. Motivation involves the creation of attractive products and services, resulting in emotional incentives which can affect consumers' decisions to buy products and services. There are various forms of

business motivation, including Corporate Social Activities (CSR), picture presentation, and the use of media such as television, internet, and radio, in presentation of products and services. Duncan (2005) defined consumer motives as internal impulses that, when stimulated, initiate some response. Consumers are continuously reacting to their internal impulses, as well as to the external environment. Internal impulses and the external environment also interact, resulting in psychological motivations to fulfill various needs and wants. Kim and Jin (2001) argued that consumer motives are known to be the drivers of behavior, bringing customers to the retail store. Munusamy and Hoo (2008) investigated the relationship between marketing mix strategies and consumer motives at major TESCO stores in Malaysia. Their findings showed that only the pricing strategy had a positive impact on consumer motives, while the promotion strategy had a significant negative impact on consumer motives. The product and place strategies did not influence consumer motives.

Based on previous research, Peter and Donnelly (2007) found that many factors affect customer motives: First, social influences, such as culture, sub-culture, social class, group, and family; second, situational influences, such as physical features, social features, time, task features, and current condition, influence customer motives; third, psychological influences, namely product knowledge and product involvement,

affect customer motives (Peter and Olson, 2005); finally, the marketing mix, including product, price, place and promotion, also influence customer motives. This study focused only on the influences of the marketing mix on consumer motives.

## **2.2 The Marketing Mix or the 4 Ps Marketing Mix Model**

Marketing has continuously developed as a concept. Any organization must be continuously competitive. If it employs the same methods for too long, it may not be able to compete with its competitors. Therefore, there is a need for constant adaptation. One example of adaptation is the fundamental change of the essential marketing mix from the original 4P concept. McCarthy (1960) used this concept to describe marketing mix concepts consisting of: 1) products, 2) prices, 3) locations, and 4) promotion in the market. Singh (2012) proposed that the marketing mix comprises four decisions that should be considered before launching a product. Firms should plan a targeted approach considering the four components of product, price, place, and promotion. All four variables help the firm in formulating the strategic decisions necessary to gain a competitive advantage. The marketing mix is probably the most important marketing term. Kinnear and Bernheerd (2002, cited in Al Badi, 2015) define it as the use and specification of the 4Ps (price, product, place, and promotion) to describe the strategic position of a

product in the marketplace.

The marketing mix, based on these four elements and the extended 4Ps, as illustrated in Table 1, are:

### **2.2.1 Product**

The product of an organization is a physical product, service, good, or utility, available for consumers who are ready to pay. When choosing a product or service, the customers are accepting the complete production, not only the tangible goods or services, but also other factors connected to it. For example, the essential product for MK suki is the service of food. However, the complete service in this situation includes the taste, cleanliness, freshness, health, prompt service, and verity, connected to the experience of eating food in this restaurant, as well as other elements, such as the environment lines inside the restaurant, and the provision of helpful tools and safety. The development of product strategy requires making sure that the product which is introduced to the customer is satisfying. It also includes making the right choice for the brand, packing, grantee services, etc.

### **2.2.2 Place**

Place strategy includes the channel distributions which have been used to deliver products to customers on time, as well as the way in which the store chooses sellers. In general, no organization can have both place and market strategy. Therefore, each organization must focus on the strategic elements that they have,

rather than others. For example, MK suki has used the approach of distributing its products through the transport of food *via* cart to the final customer, rather than retail sellers. Staff take food order *via* tablet, ensuring that the food lists are delivered to customers in the correct order.

### **2.2.3 Price**

Price is the quantity of money that customers are willing to pay to get a particular product or service. Price is the most flexible element of the marketing mix, and can be changed more rapidly than others. There are both strategic and technical reasons to change the price of products and services. Pricing decisions should ensure that the business can maintain a profit margin, with the right or probable price also taking account of competitors' prices to ensure the competitiveness of the business. Pricing includes not only the price list, but also discounts, financing, and other options such as leasing (Al Badi1, 2015). Price is an essential factor in customers' decisions to buy MK suki products and services, as the charge is found to suit the quality. This illustrates that customers require a fair price for their food and its respective quality, such that they feel that what they have paid is worth the quantity and quality received; at MK suki this includes the healthiness of the ingredients and tastiness of the food. MK suki restaurants have a clearly displayed price list to assist customers in making their purchasing decisions.

**Table 1** Components of the Marketing Mix

| <b>Product</b>  | <b>Price</b>      | <b>Place</b>   | <b>Promotion</b>   |
|-----------------|-------------------|----------------|--------------------|
| Good            | Price list        | Distributions  | Branding           |
| Service         | Discount          | channels       | Advertisement, PR  |
| Quality         | Financing         | Coverage       | Corporate identity |
| Diversity       | Pay-off           | Segmentation   | Sales management   |
| Design          | Reward            | Locations      | Media outreach     |
| Characteristics | Pay time          | Transportation | Special offers     |
| Packaging       | Credit conditions | Logistics      | Selling            |
| Brand           |                   |                | Sale Promotions    |
|                 |                   |                | Public relations   |
|                 |                   |                | Exhibitions        |

### 2.2.4 Promotion

Promotion includes the way in which a company communicates what it does and what it offers its customers. This includes branding, advertising, PR, corporate identity, social media outreach, sales management, special offers, sales, sales promotions, public relations, and exhibitions. Promotion of the business must be able to gain attention, be appealing, send a consistent message, and - above all - give the customer a reason to choose the corresponding product over that of another business. While the other three Ps have lost much of their meaning in today's markets, Promotion has become the most important P to focus on (Dibb, Simkin, Pride, and Ferrel, 1994).

Kotler and Armstrong (2012) proposed that the marketing mix is a marketing tool to meet the needs of customers, allowing a company to deliver value to its consumers. Marketing mix factors fulfill the consumer's needs, making them satisfied. The marketing mix is a vital component in the flow of control in the marketing process. Businesses

must create a suitable marketing mix to construct an effective marketing strategy (Ruangruchi, 2000). Kim and Hyun (2011) proposed a model for the study of the effects of the marketing mix and corporate image on brand equity in software information communication technology in Korea. The results showed that corporate image had a positive impact on brand equity association, playing an essential role in creating the process of brand equity.

### 2.3 Corporate Image

The method of communication between a brand and its secondary knowledge is a corporate image that can be promoted by improving the brand's secondary experience or equity (Keller, 2008). Corporate image generates an immediate mental perception of an organization by individuals, groups, networks or the interconnected internal state of mind, determining if the attempts of the company will be either successful or unsuccessful (Hasangholipour, Mostaghimi, and Ahranjani, 2014).

Barich and Kotler (1991) defined corporate image as the set of ideas, beliefs, and theories that an individual holds regarding a particular company. Jaicharnsukkit (2015) defined corporate image is a process that occurs to create an impression. It can develop in either a positive or negative way. The elements of corporate image consist of:

- 1) Management image;
- 2) Employee image;
- 3) Product and service image;
- 4) Operation method/Process image;
- 5) Atmosphere/organizational climate image;
- 6) Appliance image;
- 7) Corporate culture image; and
- 8) Social image.

Corporate image is a vital factor affecting the success of an organization, whereby positive corporate image is one responsibility of public relations, as this department deals with the development of and maintenance of good relationships with different public entities (Braciníková and Matušínská, 2018). Corporate image also assists the organization in being successful. Therefore, organizations should focus on creating a positive image for the organization in order increase their success. A positive and well-publicized corporate image can increase customer satisfaction and loyalty to a company (Tarus and Rabach, 2013). In this regard, there is another study carried out by Andreassen and Lindestad (1998) regarding customer loyalty and

services which involved surveying the effects of corporate image on quality, customer satisfaction, and customer loyalty, among customers with different specializations.

## **2.4 Personal Factors**

In the present study, personal factors were also used, as the results of many previous papers have indicated that different personal factors may cause variation in the motives of individuals, for example, the studies of Thuencumsan and Samphanwattanachai (2016); Muangnoi (2018); and Wanmad (2015). Therefore, it is hypothesized that if personal factors are different, the motivation for MK Suki consumption may differ. This study considers gender, age, education, marital status, income, career, branch, and frequency of eating, in relation to the motivation for consumption at MK. This information is important to marketers as it is related to demand planning. Regarding the products of MK, knowing how demographic changes point to the upcoming incentives for MK Suki consumption helps in planning the next business operations.

## **2.5 Conceptual Framework and Research Hypothesis Development**

In reviewing the above literature, a conceptual research framework was developed, consisting of personal factors, the marketing mix, and corporate image, and their associated influences on the motivation of

customers regarding MK suki restaurants. Therefore, the three research hypotheses were developed as follows:

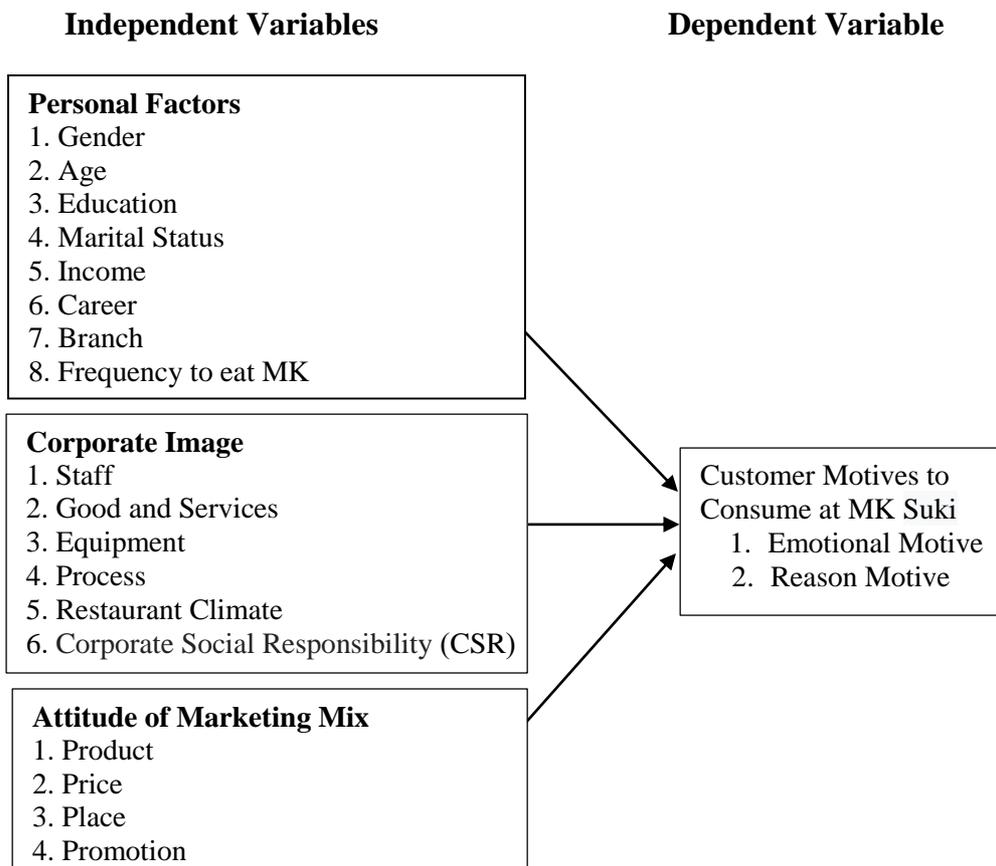
**Hypotheses:**

- H<sub>1</sub>: Personal factors have a significant effect on consumer motives to consume at MK suki restaurants in Ubon Ratchathani province.
- H<sub>2</sub>: Corporate image has a significant effect on consumer motives to consume at MK suki restaurants in Ubon Ratchathani province.
- H<sub>3</sub>: Marketing mix factors have a significant effect on consumer motives to consume at MK suki restaurants in Ubon Ratchathani province.

effect on consumer motives to consume at MK suki restaurants in Ubon Ratchathani province.

From the concepts derived from the above literature review, the research framework was defined as follows:

**Conceptual Framework**



### 3. METHODOLOGY

A quantitative research methodology was employed among a population consisting of the current consumers of MK suki restaurants in Ubon Ratchathani Province, with data being collected from the sample group between August and November 2018. The total population of MK suki customers was unknown, but expected to be very large, with a number of more than 100,000 people. The appropriate sample size for a population of more than 100,000 was calculated using the formula of Kanchanawati, Pitiyanon & Srisuko (2008), determining the 95% confidence level and the 10% tolerance level of the standard deviation. Consequently, 400 people was determined to be the appropriate sample size. Cluster sampling was used, according to the available MK suki restaurant branches, which were located in four shopping centers in Ubon Ratchathani, namely Central Ubon Ratchathani, Tesco Lotus Ubon Ratchathani, Big C Ubon Ratchathani, and Big C Warin Chamrap. The branches in which customers use MK services were categorised as shown in table 2.

Questionnaires were developed and used to gather data. Questions were designed based on scales selected from prior research on the seven main constructs, including price, product/service, distribution channel, promotion, corporate image, customer traits, and customer motives. These were adopted from studies referred to in the literature review. The items included 44 closed questions using a five-point Likert scale where responses included strongly agree, agree, neutral, disagree, and strongly disagree.

#### Quality of Research Instrument

To ensure the questionnaire's validity, three experts in marketing, business administration, and research methods and statistics, verified the structural content of each variable, so that the Index of Consistency (IOC) value of every item was in the range 0.67-1.00, passing the recommended criteria of being higher than 0.50. The questionnaire was used with a pre-test group of 30 consumers of MK suki restaurants similar to the main sample. The collected data were then analyzed for reliability using the Cronbach's

**Table 2:** Frequency and Percentage of Sample Size at each Branch

| MK Branches                  | Frequency  | Percentage   |
|------------------------------|------------|--------------|
| Central Ubon Ratchathani     | 195        | 48.8         |
| Big C Warin Chamrap          | 56         | 14.0         |
| Big C Ubon Ratchathani       | 76         | 19.0         |
| Tesco Lotus Ubon Ratchathani | 73         | 18.3         |
| <b>Total</b>                 | <b>400</b> | <b>100.0</b> |

**Table 3:** Cronbach's Alpha Coefficient Results

| <b>Variables</b>                                      | <b>Cronbach's Alpha (<math>\alpha</math>)</b> |
|-------------------------------------------------------|-----------------------------------------------|
| Corporate image (19 items)                            | 0.85                                          |
| Marketing mix (16 items)                              | 0.83                                          |
| Customer motives for consumption at MK Suki (8 items) | 0.75                                          |
| <b>Total Questionnaire (44 items)</b>                 | <b>0.912</b>                                  |

Alpha coefficient, indicating an overall reliability value for the questionnaire of 0.912, with the acceptable level of significance for the Alpha value being 0.70 (Vanichbancha, 2008). It was therefore concluded that the questionnaire was reliable, as detailed in Table 3.

#### **Data Collection**

Questionnaires were distributed to groups of consumers at one of four MK Suki restaurants in Ubon Ratchathani Province. The sample included both male and female respondents, aged 15 years and over, with a total sample size of 400 completed questionnaires. The accuracy and completeness of the questionnaire responses was checked, before coding and analysis of the questionnaire data to test the research objectives using the SPSS program.

#### **Data Analysis**

Data analysis employed descriptive statistics consisting of frequency, percentage, average, and standard deviation, as well as multiple regression analysis to test the hypotheses.

#### **4. RESEARCH RESULTS**

There was a total of 400 questionnaire respondents, consisting of 160 males, and 236 females, with 4 cases missing a response to the gender question. The highest proportion of the sample were 15-24 years old, had single status, were studying for a bachelor's degree and had an average monthly income of less than or equal to 15,000 baht. Central Plaza Ubon was the branch that the respondents visited most frequently, with an average of 1-2 times per month. The results for corporate image revealed that the overall opinion level for this factor was high, with an average value of 4.02 out of a total possible score of 5, with a standard deviation of 0.77. The results for each analysis found that every aspect achieved a high level of satisfaction. In descending order, the level of satisfaction for each factor were as follows. Employee image had an average of 4.40 with a standard deviation of 0.64. This was followed by product and services image with an average of 4.38, and standard deviation of 0.67. The next highest level of satisfaction was found for atmosphere of the organization, with an average of 4.27 and a standard deviation of 0.74. Store equipment

had an average of 4.25, with a standard deviation of 0.75, followed by methods of operation, with an average of 4.23 and standard deviation of 0.72. Finally, social image had an average of 3.36, with a standard deviation of 1.11.

The result of the cumulative opinions regarding the marketing mix found that the marketing mix had a high level of agreement, with a mean value of 4.15 and standard deviation of 0.90. When the results for each sub-factor were analyzed in descending order, the highest mean was found to be for distribution channels with an average of 4.39 and a standard deviation of 0.74. Second was marketing promotion, with a mean of 4.22, and standard deviation of 0.83. The average for products and services was 4.03, with a standard deviation of 1.15, while price had an average score of 3.96, with a standard deviation of 0.87.

The results of the study of the opinions regarding customers' motivation for restaurant consumption at MK suki restaurants found that the overall motivation of customers was high, with an average of 4.26 and a standard deviation of 0.81. The results for each sub-factor in descending order were reasoning,

with a mean of 4.35 and standard deviation of 0.76, followed by emotional which had an average score of 4.16 and standard deviation of 0.86.

### **Multiple Linear Regression Results**

The results of multiple linear regression analysis are summarized by enter method in Table 4, showing that the test of variance analysis of the combined model generated a value of  $F = 27.049$ ,  $p < 0.01$ , indicating that the 18 predictive variables explained the variance among the customer motivation variables for consumption at MK suki restaurants with statistical significance at the level of 0.01.

The value of  $R = 0.76$  was interpreted to mean that the various correlations between the three main variables and customers' motivation for consumption at MK suki restaurants were related at a high level. The adjusted prediction coefficient  $R^2$  (adjusted) was equal to 0.56. This indicated that the four variables of marketing promotion, distribution channels, goods and services, and the organization atmosphere, could jointly explain the variance in customer motivation for consumption at MK suki by 56 %, while the other 44 % is influenced by the other variables.

**Table 4** Results of the Variance Analysis

| <b>Model</b> | <b>Sum of Squares</b> | <b>df</b>  | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |
|--------------|-----------------------|------------|--------------------|----------|-------------|
| Regression   | 63.8                  | 18         | 3.544              | 27.049   | .00***      |
| Residual     | 46.125                | 352        | 0.131              |          |             |
| <b>Total</b> | <b>109.926</b>        | <b>370</b> |                    |          |             |

Table 5 shows the results of the multiple linear regression analysis by sub-indicators for each variable. It can be seen that four variables from corporate image and the marketing mix affected the motivation of customers to consume at MK suki restaurants, namely **marketing promotion, distribution channels, goods and services, and the organization atmosphere**, with statistical significance at the level of 0.01 and 0.05. All independent variables had a tolerance higher than 0.19, with a VIF value of less than 5.3 (Wiratchai, 2012), thus passing the criterion that the main variables must not be related to one another, at a very high level. Interpretation of the regression coefficient from high to low values was as follows:

Marketing promotion had a standardized beta coefficient with a value of 0.41, indicating that, for every increase of one standard deviation in marketing promotion, the motivation of customers to consume MK suki increased by 0.41 standard deviations, assuming all other independent variables were held constant.

The place/distribution channels had a standardized beta coefficient

with a value of 0.16, meaning that each standard deviation increase in place, causes a 0.16 standard deviation increase in the motivation of customers to consume at MK suki, assuming other independent variables were held constant.

Goods and services had a standardized beta coefficient with a value of 0.14, meaning that for each increase of one standard deviation in goods and services, the motivation of customers to consume at MK suki increased by 0.14 standard deviations, assuming all other independent variables were held constant.

Restaurant climate or corporate atmosphere had a standardized beta coefficient with a value of 0.13, meaning that for each increase of one standard deviation in restaurant climate, the motivation of customers to consume at MK suki increased by 0.13 standard deviations, assuming all other independent variables were held constant.

Personal factors were not found to significantly affect consumer motives to consume at MK suki restaurants in Ubon Ratchathani province. The regression analysis results are shown in table 5.

**Table 5:** Regression Analysis Results for the Sub-Models

| Variables               | B    | S.E. | Beta | t    | Sig. | Tol. | VIF  |
|-------------------------|------|------|------|------|------|------|------|
| Constant                | .68  | .23  |      | 3.01 | .00  |      |      |
| Sex                     | -.01 | .04  | -.01 | -.21 | .83  | .94  | 1.07 |
| <b>Personal Factors</b> |      |      |      |      |      |      |      |
| Age                     | .03  | .02  | .08  | 1.38 | .17  | .32  | 3.10 |
| Marital Status          | -.01 | .05  | -.01 | -.21 | .83  | .44  | 2.26 |
| Education               | .00  | .02  | .00  | .01  | 1.00 | .75  | 1.33 |

**Table 5:** Regression Analysis Results for the Sub-Models (Continued)

| Variables                             | B                                   | S.E. | Beta | t          | Sig.  | Tol.          | VIF  |      |
|---------------------------------------|-------------------------------------|------|------|------------|-------|---------------|------|------|
| Constant                              | .68                                 | .23  |      | 3.01       | .00   |               |      |      |
| Income                                | .03                                 | .03  | .05  | 1.24       | .22   | .63           | 1.59 |      |
| Career                                | -.02                                | .02  | -.04 | -.88       | .38   | .58           | 1.73 |      |
| Branch                                | -.03                                | .02  | -.06 | -1.58      | .12   | .90           | 1.11 |      |
| Frequency to eat MK                   | -.02                                | .03  | -.03 | -.72       | .47   | .92           | 1.09 |      |
| Staff/Employees                       | .08                                 | .05  | .08  | 1.54       | .12   | .49           | 2.05 |      |
| <b>Corporate Image</b>                | <b>Goods and Services</b>           | .17  | .07  | <b>.14</b> | 2.52  | <b>.01**</b>  | .37  | 2.69 |
|                                       | Tools in Restaurant                 | -.05 | .04  | -.06       | -1.30 | .20           | .52  | 1.92 |
|                                       | Process                             | -.01 | .05  | -.01       | -.13  | .90           | .43  | 2.30 |
|                                       | <b>Restaurant Climate</b>           | .11  | .04  | <b>.13</b> | 2.61  | <b>.01**</b>  | .51  | 1.96 |
| Corporate Social Responsibility (CSR) | .00                                 | .03  | .01  | .14        | .89   | .37           | 2.71 |      |
| <b>Marketing Mix</b>                  | Product                             | -.01 | .02  | -.01       | -.34  | .73           | .81  | 1.24 |
|                                       | Price                               | .04  | .04  | .06        | 1.09  | .28           | .40  | 2.52 |
|                                       | <b>Place/ Distribution channels</b> | .13  | .04  | <b>.16</b> | 2.97  | <b>.00***</b> | .43  | 2.31 |
|                                       | <b>Promotion</b>                    | .34  | .05  | <b>.41</b> | 7.11  | <b>.00***</b> | .35  | 2.82 |

R = 0.76, Adjusted R<sup>2</sup> = 0.56

\*Significance at 0.1 level, \*\* Significance at 0.05 level, \*\*\* Significance at 0.01 level

**Table 6:** Summary of Research Hypotheses

| Hypotheses                                                                                                                                           | Test Results |
|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| H <sub>1</sub> : Personal factors have a significant effect on consumer motives to consume at MK suki restaurants in Ubon Ratchathani province.      | Rejected     |
| H <sub>2</sub> : Corporate image has a significant effect on consumer motives to consume at MK suki restaurants in Ubon Ratchathani province.        | Accepted     |
| H <sub>3</sub> : Marketing mix factors have a significant effect on consumer motives to consume at MK suki restaurants in Ubon Ratchathani province. | Accepted     |

The summary of research hypothesis testing is shown in table 6.

## **5. DISCUSSION AND CONCLUSIONS**

The results of the multiple linear regression analysis by entering method found that predictive variables can explain a significant amount of the variance of customer motivation for consumption at MK suki restaurants with a statistical significance level of 0.01. The value of  $R = 0.76$  was interpreted to mean that the various correlations between the two main variables and customers' motivation for consumption at MK suki restaurants were related at a high level. The adjusted prediction coefficient  $R^2$  (adjusted) was equal to 0.56. These indicate that the four variables of marketing promotion, distribution channels, goods and services, and the organization atmosphere, could jointly explain the variance in customer motivation for consumption at MK suki by 56 %, while the other 44 % is influenced by other variables.

Promotion was the first most important variable affecting customer motivation at MK suki restaurant as promotion activities are meant to communicate and persuade the target market to buy the products of MK restaurants. MK restaurants choose excellent products in order to meet the identified needs of the target segment. Making the correct special promotions during various festivals, such as New Year's Eve, Mother's day, and birthdays, create a vital part

of the membership card or other promotions. Advertisements are used to make the availability of products known, and indicate price discounts, while the firm undertakes an attention-grabbing promotion (Singh, 2012). Moreover, the shop has set up a main menu with combo sets to make food prices cheaper. In so doing, MK restaurant's promotions take care of both the customer's satisfaction and organizational goals. This finding is consistent with the same concept as Kotler & Kotler's (2001) result, which found that promotion as a marketing tool can increase satisfaction towards the needs of target customers.

The goods and services of MK restaurants were found to be the second most vital variable affecting customer motivation. A growing number of people are becoming increasingly aware of the importance of eating a healthy diet. The saying "You are what you eat" is now both a phrase and a statement, influencing more people to eat healthy food, and conjuring up images of unsubstantial meals consisting of vegetables, mushrooms, and seeds. Customers of MK suki restaurant favor the organization's vision, which encompasses products and services incorporating quality raw materials, and fresh, healthy food, with customers appreciating the variety of vegetables, seeds, and mushrooms included in the sukiyaki dishes. MK restaurants service their customers' needs and wants, developing the right products and services, with the right level of quality to meet their expectations. MK's roasted duck is a

popular dish on the recommended “must try” menu, frequently ordered by customers due to its good taste and clean ingredients. Furthermore, MK restaurants provide a welcoming service delivered by an enthusiastic team, such that both products and services have become crucial elements of the MK restaurant experience.

Place or distribution channel was found to be the third most important variable affecting the motivation of MK’s customers. MK suki restaurants are located in supermarkets or shopping malls. Such sites are appropriate and convenient for MK customers as the place is easy to find and walk through, has adequate parking, safety, and close proximity to retail shops, while MK’s branches are also meticulous enough to meet the needs of customers. The place strategy of MK suki restaurant involves the choice of distribution channels used to deliver the products (food) to the customers on time. Place also incorporates the delivery of the product regarding the location point from which the MK customers ordered, risks regarding the timing of product delivery, whether the correct product will be delivered, and the actual time taken for the product to be delivered. MK suki restaurant can meet their customers’ needs. This aligns with the concept of Kotler & Kotler (2001); distribution is a marketing tool that can be controlled. Companies often use the distribution strategy of making a product available for consumption in a way which meets the satisfaction and needs of target

customers. Consequently, the dimensions of place include distribution channels, coverage, and assortment that play a significant role in influencing MK customer motives.

The corporate atmosphere or restaurant climate was found to be the least important variable in this study, in terms of its effects on customer motivation. Customers of MK suki restaurant felt the shop’s atmosphere was warm and home-like. The store’s interior and exterior are attractive and unique, which is different from other sukiyaki restaurants. MK restaurant is spacious and clean, with some privacy barriers. Some areas are open to being able to see other customers and outside the store. These results are associated with the concept of Jaicharnsukkit (2015) and Chuanomsuk (2010), which describes how the corporate image of the organization causes feelings in the minds of the public. The organization’s appearance also creates a good corporate image, having the ability to build credibility, and attracting attention to customers who want to use products and services. When combined into an environment harmoniously, the composition of every part of the organization, such as the buildings, locations, welcoming of customers, and friendly atmosphere will create a lasting impression on customers.

Personal factors didn’t significantly affect consumer motives to consume at MK suki restaurant in Ubon Ratchathani province, possibly because the MK Suki diet was suitable for all genders and ages. The MK Suki

diet is ideal for all educational levels, and regions, for example. Because the quality of food in each MK branch has the same standard, personal factors do not influence the motivation for consumption at MK Suki restaurants.

## **6. RECOMMENDATIONS**

### **Recommendations from This Research**

1) According to the research findings, corporate image is a factor affecting the motivation of customers to consume at MK restaurants. In relation to their products and services, and the organizational climate, MK restaurant's corporate image influences customer motivation for consumption. Therefore, the company should maintain various strategic qualities in order to maintain or improve its current level of quality, in turn creating customer satisfaction, and attracting more attention from customers who want to use the service. Moreover, these features impress customers, persuading them to come back to the restaurant repeatedly. It also increases positive word of mouth between past, present, and potential future customers.

2) From the research, the marketing mix factors include two sub-variables which significantly influence the motivation of customers for consumption at MK suki restaurants, namely, marketing promotion, and distribution channels. Therefore, MK restaurants can use the results from this research to plan effectively for future marketing.

### **Recommendations for Future Research**

1) Future research should expand the research scope by collecting data from people who have previously used other Sukiyaki or Shabu restaurants to compare if any factors affect the same or different consumption motivation. Additionally, researchers may add variables such as platform business. My MK is the infrastructure and rules for an MK digital marketplace which brings together products and customers or analyzes the MK business model for canvas vs. value proposition, canvassing to attain more in-depth information and find the keys to business success. Subsequent future research might also collect data from various regions in Thailand, allowing a comparison between consumer motivation for MK suki restaurants in different regions, or with other sukiyaki restaurants and determining the generalizability of the results. The data obtained may be referenced as an overview throughout the country.

2) This research study used a quantitative research methodology. In future, in order to obtain more in-depth information, qualitative research should be used alongside the quantitative approach. This could include employing focus groups or the Delphi method in a mixed-methods research design in order to compose and explain the motivation of customers in qualitative terms, as well as producing quantitative findings.

## ACKNOWLEDGMENTS

This research was supported by the Faculty of Management Science, Ubon Ratchathani University. Thanks also go to Associate Professor Dr. Ian Smith, lecturer of the University of Sydney, and Ajarn Achaleke Henry Fonji, lecturer of Ubon Ratchathani University for editing and sharing his insights and knowledge for this paper.

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## APPENDIX: QUESTIONNAIRE

### (Measurement Scales)

| <b>Construct</b>                             | <b>Items</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate Image</b>                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Staff/People</b>                          | <ol style="list-style-type: none"> <li>1. You think MK employees have a good personality.</li> <li>2. You think that the uniforms of MK staff are clean and polite.</li> <li>3. You think that the MK staff are polite and humble.</li> <li>4. You think that MK employees have enthusiastic service and have mindful service</li> <li>5. MK employees can accept orders from customers accurately and completely.</li> <li>6. You think the MK staff have a good reception.</li> </ol> |
| <b>Equipment</b>                             | <ol style="list-style-type: none"> <li>1. You think that the MK tools are suitable.</li> <li>2. You thought that the MK layout of tables and chairs is appropriate for sitting and eating.</li> <li>3. You think that MK's equipment is safe, such as the electric suki pot.</li> </ol>                                                                                                                                                                                                 |
| <b>Process</b>                               | <ol style="list-style-type: none"> <li>1. You are satisfied with MK's queue ranking.</li> <li>2. You are satisfied with the help process and ability to solve problems of MK employees.</li> <li>3. You think the MK listing and price tag are clear.</li> <li>4. You think the MK shop has a fast and accurate checkout process.</li> </ol>                                                                                                                                            |
| <b>Climate/Environment</b>                   | <ol style="list-style-type: none"> <li>1. You think the atmosphere of the MK restaurant gives a feeling of warmth as family</li> <li>2. You think the interior and exterior of the MK store are beautiful and attractive.</li> <li>3. You think that the atmosphere of the MK shop is unique and different from other sukiyaki shops.</li> </ol>                                                                                                                                        |
| <b>Corporate Social Responsibility (CSR)</b> | <ol style="list-style-type: none"> <li>1. You have received news that MK Suki shop has social assistance such as floods, etc.</li> <li>2. You know the news that the MK Suki shop has an environmental protection policy such as reducing global warming and planting trees.</li> </ol>                                                                                                                                                                                                 |

|  |                                                                                                                                                                |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | 3. You think the MK store has a customer service system so that consumers can make complaints and ask questions about the products and services appropriately. |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------|

| <b>Construct<br/>Marketing Mix</b> | <b>Items</b>                                                                                                                                                     |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Products</b>                    | 1. You think the ingredients of MK are fresh.                                                                                                                    |
|                                    | 2. You think that natural products of MK are non-toxic.                                                                                                          |
|                                    | 3. You think there is a wide variety of food menus to choose from at MK.                                                                                         |
|                                    | 4. You think that the food of MK Suki adversely affects your health.                                                                                             |
|                                    | 5. You think that MK Suki is clean and hygienic.                                                                                                                 |
| <b>Price</b>                       | 1. You think the food prices of MK are reasonable with the quality of the product.                                                                               |
|                                    | 2. You think that MK Suki's prices are low compared to other Suki restaurants.                                                                                   |
|                                    | 3. You think the food price is reasonable compared to the taste.                                                                                                 |
|                                    | 4. You think that the MK restaurant has different prices to choose from.                                                                                         |
| <b>Place</b>                       | 1. You think the MK shop has good location.                                                                                                                      |
|                                    | 2. You think the MK store has branches that are sufficient to meet the needs of customers.                                                                       |
|                                    | 3. You think that the MK store location in the supermarket is suitable.                                                                                          |
| <b>Promotion</b>                   | 1. You think the MK store has special promotions during various festivals such as the New Year Celebration, Mother's Day, birthdays, etc. which are appropriate. |
|                                    | 2. You think that MK's promotions are widely publicized.                                                                                                         |
|                                    | 3. You are satisfied with the discount of the membership card.                                                                                                   |
|                                    | 4. You think that the MK menu set will make the prices lower than ordering each item separately.                                                                 |

| <b>Customer Motive</b>      | <b>Items</b>                                                         |
|-----------------------------|----------------------------------------------------------------------|
| <b>Emotional motivation</b> | 1. You like to eat sukiyaki type MK Suki.                            |
|                             | 2. You like the food taste of MK Suki restaurant.                    |
|                             | 3. You ate at MK restaurant because you wanted to eat roasted duck.  |
|                             | 4. MK offered a new menu that made you feel like trying it.          |
|                             | 5. You ate MK Suki because it is low in calories.                    |
| <b>Reason motive</b>        | 1. You ate MK Suki because it is easy to digest.                     |
|                             | 2. You ate MK Suki because it has a lot of nutrition.                |
|                             | 3. You ate MK Suki because you wanted to socialize with your family. |