

**FACTORS POSITIVELY AFFECTING LOYALTY OF
HAIDILAO HOT POT'S CONSUMERS IN CHANG ZHOU CITY IN CHINA**



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CONSUMERS IN CHANG ZHOU CITY IN CHINA

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This Independent Study Manuscript Presented to
The Graduate School of Bangkok University
in Partial Fulfillment

of the Requirements for the Degree
Master of Business Administration

2019



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**This Independent Study has been approved by
the Graduate School
Bangkok University**

Title: FACTORS POSITIVELY AFFECTING LOYALTY OF HAIDILAO HOT
POT'S CONSUMERS IN CHANG ZHOU CITY IN CHINA

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March 31, 2019

Miss Jiao, Wang. M.B.A., January 2019, Graduate School, Bangkok University.

Factors Positively Affecting Loyalty of Haidilao Hot Pot's Consumers in Chang Zhou City in China (87 pp)

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ABSTRACT

The purpose of this paper was to examine the independent factors positively affecting consumers' loyalty of Haidilao Hot Pot in Chang Zhou City in China. Those independent factors were ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement, and commitment towards loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China. Total samples of 212 respondents collected with this survey questionnaire in Wujin District, Tianning District, and Zhonglou District in Chang Zhou. Almost all were females 25-32 years old, married, with bachelor degree background, with salary between 2501 to 4000 yuan per month, private companies' employees. Meat house special dish was their most favorite food in the hot pot restaurants. They went to the hot pot restaurants several times per month and spent money on the hot pot 201 – 500 yuan per month. The data sets utilized descriptive statistics and multiple regression analysis. The researcher found that commitment ($\beta = 0.540$) and service quality ($\beta = 0.275$) accounted for 81.5% positively affecting loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China with statistical significant at .01.

Keywords: Haidilao Hot Pot, Restaurant, Loyalty, Chang Zhou,

ACKNOWLEDGEMENT

This independent study would not have been possible without the kind support and help of many people. I would like to take this opportunity to express my sincere thanks to all of them.

First, I would like to thank my advisor, Dr. Penjira Kanthawongs, for her effort, support, guidance and valuable comments on this independent study. Besides, my thanks and appreciations also go to all professors in Bangkok University of MBA International Program for knowledge and encouragement.

I sincerely thank Mr. Lu Kai, Haidilao Hot Pot Co.,Ltd, Assistant Shop Manager, and Miss Zhou Qing, Haidilao Hot Pot Co.,Ltd, Shop Manager, who dedicated their valuable times to review and correct the questionnaire.

I wish to convey my gratitude to my family members for their love, care, and support throughout the process of doing this independent study. I also would like to thank to my friends, classmates and colleagues for their support and believing in me.

Finally, thank you all participants who dedicated their times to complete the questionnaire and also provided feedback for improving this independent study.

Wang Jiao

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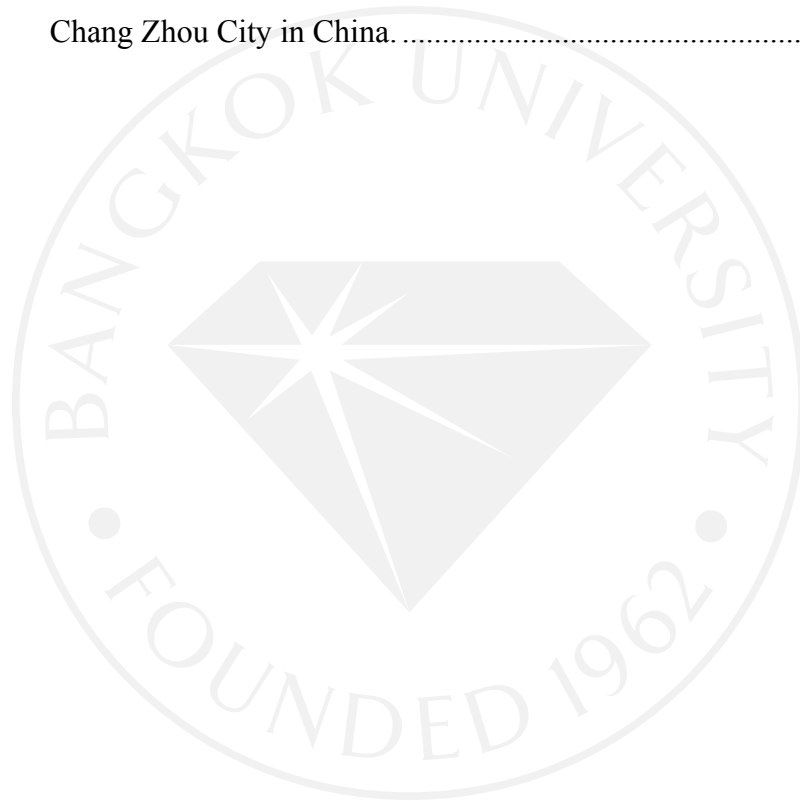
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CHAPTER 1

INTRODUCTION

1.1 Rationale and problem statement

Since China's reform and opening up policy, with the improvement of the living standards of Chinese people, the catering industry has been tested and challenged as the industry closest to consumers. In the past 40 years, the Chinese catering industry has developed very rapidly, showed a huge growth space and becoming the pillar industry of the national economy (Liu, 2016). Under the influence of the macro environment, the catering industry has changed significantly and rapidly. Driven by government policies, continuous increase in household consumption, and catering industry innovation and transformation, the catering industry in China presented a new trend of mass transformation and structural optimization. China's catering revenues were 42716 billion yuan in 2018, and grew by 9.5% over the same period last year, which was higher than total retail sales of consumer goods (9%). This meant that catering consumption has become an important force in the domestic consumer market (AskCI, 2019). Since 2014, the consumption of catering industry has been on the rise, with the proportion rising from 10.8% in 2013 to 11.2% in 2018. In 2018, the proportion has finally exceeded 11%, an increase of 0.4% over the previous year. It also reflected the continuous expansion of China's catering consumer market (AskCI, 2019).

The revenue of the national hot pot industry in 2017 reached 436.2 billion yuan, which accounted for 20.5% of the total revenue of the entire catering industry (AskCI, 2018). The huge industrial chained that the hot pot industry covered almost

all industries such as planting, breeding, processing, logistics, manufacturing and business trade. As of the end of 2017, there were 5.78 million food and beverage restaurants in China, and the total number of hot pot restaurants was 297,000, accounted for 5.1% (China Cuisine Association, 2018). As one of the three troikas in China's catering industry, the “hot pot” industry has been running relatively smoothly, which has played a major role in driving the overall consumption of the catering market (Institute, 2015).

As the pioneer of Chinese hot pot catering industry, Haidilao has achieved excellent results in its business operation. Haidilao was a hot pot restaurant that was established in Sichuan Province in 1994. After 40 years of development, Haidilao has developed into an internationally renowned catering company. To date, Haidilao has operated more than 300 branches in more than 100 cities including the Chinese mainland, Hong Kong and Taiwan, as well as Singapore, the United States, Australia, South Korea and Japan, with more than 50,000 employees (Haidilao, 2018).

The new stores that Haidilao invested tens of millions could recover costs in about a year and a half. The daily revenue and the number of customers received made it difficult for other hot pot operators to catch up. Nowadays, Haidilao was already a classic case study of Chinese business in the Harvard Business Review. It was a successful example in the MBA class of major business schools in China. The huge word-of-mouth effect accumulated by rolling snowballs made Haidilao the first choice for countless people to eat hot pot (Dang, 2012).

Based on the above information, it meant that China's catering industry was still a stable development and growth industry. According to report (Association, 2016) showed the top 50 hot pot catering business turnover totaled more than 45 billion

yuan. In particular, Haidilao Hot Pot has become the leader in the hot pot industry, Huangji Huang and Little Lamb followed it, which three companies entered the top three in the hot pot industry. Why could these three enterprises become leaders in the hot pot industry? The following Table 1.1 showed the SWOT analysis of these three hot pot companies, which revealed their core competitiveness, competitive strategy and market positioning, as well as their potential competitors and external opportunities. This also helped the researcher to familiarize with the hot pot industry.

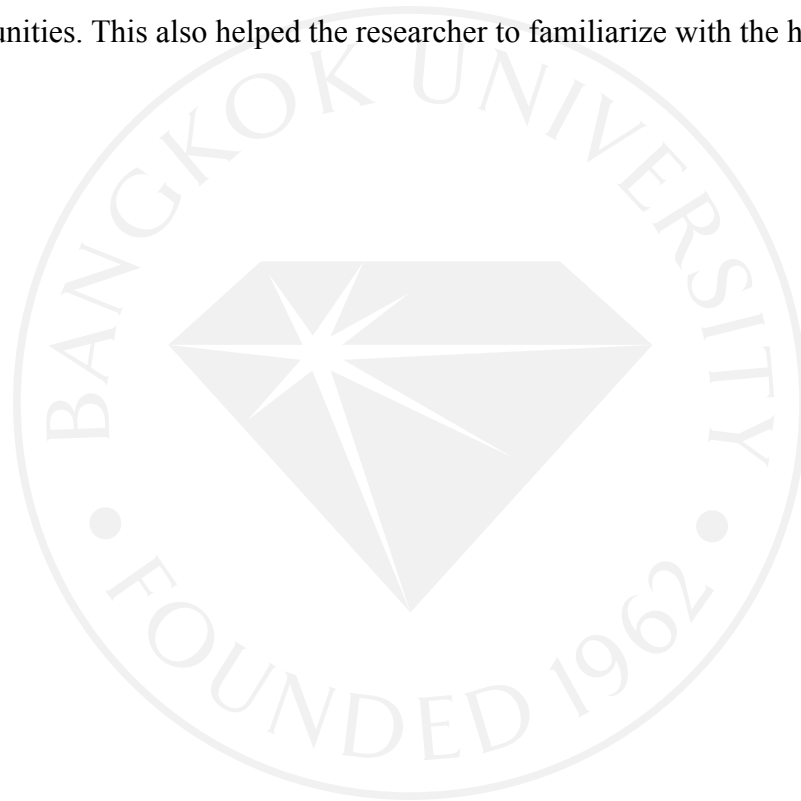


Table 1.1: Top three hot pot brands in China (Haidilao Hot Pot, Huangjihuang and Little Lamb) SWOT analysis

	Haidilao	Huangjihuang	Little Lamb
Strength	<p>1. Haidilao hot pot had authentic taste, outstanding features, good quality, and low price.</p> <p>2. After more than ten years of development, most employees were highly loyal and worked hard.</p> <p>3. Haidilao hot pot had an ideal and diligent management team.</p> <p>4. It used a unique approach to employee assessment that focused on a comprehensive assessment of employees and managers.</p>	<p>1. Its operation mode initiated a number of "first" in Chinese catering industry.</p> <p>2. Huangjihuang had a unique "Three none" concept with green health.</p> <p>3. It had a long historical and cultural origin and a good product concept of green health.</p> <p>4. The combination of Huangjihuang dishes was flexible and diverse.</p>	<p>1. It has had more than 600 chain stores at home and abroad, and has strong brand competitiveness.</p> <p>2. It provided one-stop quality assurance for the logistics distribution of all chain stores.</p> <p>3. The unique recipes of its hot pot soup and lamb were big advantages of differentiated competition.</p> <p>4. The company's food raw materials supply has had its own professional operation mode, including breeding-processing-sales.</p>

(Continued)

Table 1.1(Continued): Top three hot pot brands in China (Haidilao Hot Pot, Huangjihuang and Little Lamb) SWOT analysis

	Haidilao	Huangjihuang	Little Lamb
Weakness	<p>1. Its continued innovation in services was insufficient.</p> <p>2. The logistical arrangement for it provided to employees could not be updated in a timely manner.</p> <p>3. Work intensity of Haidilao hot pot was high, employees generally felt uncomfortable.</p>	<p>1. With the rapid development of huangjihuang, its internal management was loose and standards could not be unified.</p> <p>2. It had high location selection risk and employee turnover rate.</p> <p>3. The marketing strategy of it was single and its propaganda approach also was limited.</p>	<p>1. Because the group used the franchising to increase stores, there were big loopholes in management and lack of innovation in technology.</p> <p>2. Little lamb's price was slightly higher than strong competitors.</p> <p>3. With the expansion of the scale of Little Lamb, it lacked management talents.</p>

(Continued)

Table 1.1(Continued): Top three hot pot brands in China (Haidilao Hot Pot, Huangjihuang and Little Lamb) SWOT analysis

<p>Opportunity</p>	<p>1. With the rapid development of economy, consumers' consumption concept has changed, which provided opportunities for its development.</p> <p>2. Good service image and reputation have won the favor of many outstanding talents and outstanding university graduates.</p>	<p>1. Huangjihuang clearly positioned to develop the masses market.</p> <p>2. The takeaway O2O market develop rapidly, and Huang Jihuang could use the online platform to promote its business.</p>	<p>1. The country's support policy for the catering industry and the rapid development of the national economy were opportunities for it.</p> <p>2. Because of its operational success, it was faced with an optimistic external financing environment, which helped it continue to grow bigger.</p>
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(Continued)

Table 1.1(Continued): Top three hot pot brands in China (Haidilao Hot Pot, Huangjihuang and Little Lamb) SWOT analysis

	Haidilao	Huangjihuang	Little Lamb
Threat	<p>1. The food safety incidents in the society also had a certain impact on it, such as waste oil reuse incidents.</p> <p>2. Intensified competition in the same industry, hot pot restaurants and related catering industry developed rapidly.</p> <p>3. Haidilao learners and imitators also treated employees as well, weaken its competitive advantage.</p>	<p>1. Its business model could be copied and the catering industry market competition was increasingly fierce.</p> <p>2. The external market was volatile and the market's elimination rate was high, the potential competition was complex and diverse.</p>	<p>1. In recent years, the cost of the catering industry has risen and it was also faced this threat.</p> <p>2. Foreign strong brand competitors entered China market more and more.</p> <p>3. Domestic catering industry lacked laws and regulations, and the market order was chaotic.</p>

Source: Ugenemy, E. (2013). *Haidilao SWOT analysis*. Retrieved from

<https://wenku.baidu.com/view/2a7eed8ae53a580216fcfe6a.html>

Abulizi, B., Yifan, H., & Zili, S. (2018). Research on Marketing Strategy of Huang

Ji Huang Sanzhimengguo Catering Enterprises. *Modern Trade Industry*, 39(22), 51-53.

Pao, P. (2012). *Xiaowei yang SWOT analysis*. Retrieved from

<https://wenku.baidu.com/view/67d107a7284ac850ad024219.html>

Furthermore, according to the previous research of customer consuming experience at restaurants, it showed that food quality, perceived value and ambient remained key elements determining the success of the restaurant business as it influenced customer willing to pay in restaurants (Sukhu, Bilgihan, & Seo, 2017). The result of this finding showed compromising food quality might prompt customers have less willing to pay and eventually switched to competitors. Besides, perceived value played an indispensable position. Some restaurants saved money and increased profits by serving smaller portions sizes. However, it might affect the long-term success of the business as “value for money”, which was found to be important for restaurant consumers. And this also changed customers’ opinions about value for money, which lead to a decline in loyalty. Ambiance also played an indispensable position in the restaurant industry. More and more restaurants were coming up with innovative ideas to please consumers by changing the interior and exterior design. Therefore, restaurants should focus on the improving of food quality, perceived value and ambient.

Reza, Sirous, Mehdi, and Mehdi (2017) found that it was important to maintain a positive attitude and commitment to the satisfaction of restaurants, which played an important role in maintaining customer loyalty to restaurants. It suggested that restaurants should strive to provide the best possible service for customer to

enhance the confidence of customers in what was being offered in the process of service delivery and to retain consumer loyalty which in turn.

Moreover, the previous study revealed that the loyalty of customers has been shown the most powerful impact to customer retention in the catering industry (Peng, Chen, & Hung, 2017) whereas Hanks and Line (2018) referred loyalty as behavior of customers to repurchase a preferred product or service consistently in the future. Therefore, in order to increase competitive advantages in hot pot restaurants for catering industry today, hot pot restaurants and any restaurants had to understand the significant factors that affected to customer loyalty toward restaurants by studying consumers' behavior, and knew how to build loyal customers.

Chang Zhou was known as 'Gragon City'. It was located in the southern part of Jiangsu Province. The industrial and commercial economy was relatively developed. The profound cultural heritage has given Chang Zhou a rich food culture, four major flavor dishes, eight styles of cooking and snacks were numerous (Fei, 2015). Chang Zhou's local taste was light and seldom ate chili, mainly based on rice, noodles and traditional pastries, in addition to multi-level food structure, the variety was very rich. The development of the catering industry showed the degree of civilization of a city. With the development of the economy, the pace of people's life was accelerating, originally people cook at home, gradually people were more willing to choose to go to the restaurant (Fei, 2015). In such a large environment, the catering industry has gradually increased and the competition has become more intense. However, Haidilao Hot Pot, which featured spicy, has never been afraid of any competitors. In Chang Zhou, a highly competitive market for catering, Haidilao Hot Pot still had four branches and has consistently been the leader in the hot pot industry,

even the entire catering industry.

Therefore, the researcher was interested in researching that Changzhou residents had so many different kinds and tastes of food to choose from, what factors affected their preference for Haidilao Hot Pot restaurants, and trust in Haidilao Hot Pot restaurants. The results of this research might be suitable for the development and future of hot pot industry and other catering restaurants.

1.2 Objective of research

The objective of this study was to examine independent variable embraced various of factors were ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement, and commitment affected customers' loyalty to Haidilao Hot Pot in Changzhou city in China.

1.3 Contribution of Study

1.3.1 The results of this research provided relevant factors for the hot pot restaurants to predict consumers' intention and loyalty to choose the hot pot restaurants.

1.3.2 This research expanded the information on how ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement, and commitment affected consumers' loyalty to Haidilao Hot Pot.

1.3.3 This research was to confirm which factors had positive impact on consumers' loyalty to the hot pot restaurants. And this study should benefit for more researchers in the future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Related Theories and Previous Studies

2.1 In recent years, there have accumulated a great deal of amount of researches about different attributes of restaurants affected consumer behavior, for example, Kim, Ng, and Kim (2009) recognized food quality, service quality, atmosphere, convenience, price and value as six independent variables of restaurant quality. And these six restaurant attributes had critical influence on the customer's behavioral intentions. The servicescape included ambient conditions, design factors, staff behavior and staff image have been found to significant influence behaviorally based variables such as loyalty (Harris & Ezeh, 2008; Ryu & Han, 2011).

2.1.1 Concept theories of ambient (A) included interior design, spacing, smell and comfort of facilities, which was one of the most important features of the restaurant affected customers' experiences in the dining experience (Dutta, Parsa, Parsa, & Bujisic, 2014). Kaltcheva and Weitz (2006), Koo and Ju (2010), and Ong and Khong (2011) also found that ambient for consumers and visitors had an important influence. The ambient affected the success of the restaurant in different aspects because it affected the time spent in restaurants by customers, who enjoyed the experience at the restaurant and behavioral intentions after the meal (Heap, 2014). This stated that a growing number of restaurants paid more investment in ambient. At the same time, ambient played an important role in providing a comfortable dining experience for customers, because the interaction between the atmosphere and other

attributes, such as food quality, service quality and value, created a comprehensive dining experience (NRA, 2010). Because the atmosphere was deemed as a decisive factor of restaurant attributes, the focus of this study was to inquiry its influence on consumers' loyalty.

2.1.2 Concept theories of food quality (FQ) was referred that food quality factors such as taste, smell and temperature have been investigated previously and findings indicate that food quality was one of the major factors for customers to choose restaurants (Hyun, 2010; Namkung & Jang, 2007; Raajpoot, 2002; Ryu & Han, 2010; Sulek & Hensley, 2004). In addition, Yinghua and Jang (2009) indicated that food quality, environmental cleanliness and service reliability were the three basic variables for the success of Chinese restaurants. To be more precise, food quality was a necessary fundamental element when consumers chose a Chinese restaurant. Mattila (2001) get similar conclusions, where food quality was more imperative than price, cleanliness, value and convenience. Further, Clark and Wood (1999) and Mattila (2001) demonstrated that food quality was extremely momentous factor affecting customers loyalty. Because food quality was considered a key factor in determining the success of the restaurant business (Cheng, Chen, Hsu, & Hu, 2012), this study regarded food quality as a factor that affects consumers loyalty.

2.1.3 Concept theories of aesthetic requirement (AR) Ahearne, Gruen, and Jarvis (1999) proposed the perception of employee's attractiveness that could be explained by customers considered them to have a pleasing appearance, including hairstyles, grooming, attire, makeup, and so on. Nickson, Warhurst, Cullen, and Watt (2003) declared that staffs with aesthetic requirement or aesthetical skill, who demonstrated good aesthetics, such as an appropriate deportment, intonation and

making up were more likely to attract a large amount of high-paying consumers. In addition, Ryu and Jang (2007), Ryu and Jang (2008), Yinghua and Jang (2009) confirmed that appearance, attractiveness, neat dress and professional methods of employees could affect the dining experience of customers, which further affected their behavioral intentions. Sheane (2012) put forward that aesthetic labor was the sale of "face", which was used to create and maintain the corporate image. It could be clearly seen from the above that the aesthetic requirements had a subtle influence on both consumers and enterprises, so this study regarded this variable as one of the factors affecting consumers' loyalty.

2.1.4 Concept theories of service quality (SQ) has been defined as the subjective judgment of customers, who compared their expectations with what they received (Zeithaml, 1988). Stevens, Knutson, and Patton (1995) showed that in the catering industry, service quality was regarded as an invisible value, such as caring, responsiveness, courtesy and professionalism provided by service personnel. In fact, service quality was as important as food quality element, which further had a key influence on the perception of the customer's dining experience (Irene, Lau, Thamis, Sha, & Yun, 2007; Namkung & Jang, 2007). Service quality was one of the three significant criteria factors for customers to choose in the restaurant attributes by Ryu and Han (2010). The reason why service quality played an important role in the success of the catering industry was that the dimension of restaurant service quality could affect the behavioral intentions of consumers (Ha & Jang, 2010; Wu, 2013). Hence, the study included the investigation of the effect of service quality on customers' loyalty.

2.1.5 Concept theories of perceived value (PV) Ryu, Han, and Kim (2008)

proposed that the interpretation of perceived value was the exchange between the perceived quality of the product's advantage and the perceived sacrifice by the customer by paying the price. If the customer believed that part of their input results was comparable to the ratio of outcome to input experienced by the service provider. The customer was interested in being treated fairly (Oliver & Rust, 1994). In addition, research was proposed by Pura (2005) showed that customer perceived value had a significant influence on customer loyalty attitudes and behavioral components. His findings indicated that customer perceived value had a momentous impact on commitments and behavioral intentions. Therefore, this research investigated the perceived value as one of the elements that influenced customers' loyalty.

2.1.6 Concept theories of customer satisfaction (S) was referred to whether the customer's assessment of products and services met the requirements of the customer. Many previous studies proved the important relationship between customer satisfaction and behavioral intentions (Reza et al., 2017). Oliver and Rust (1994) studied the function of satisfaction and service quality in interpreting behavioral intentions, and their research results showed that high satisfaction improved customers' repurchase intention and willingness to recommend products. In addition, Kivela, Inbakaran, and Reece (1999) showed that in their empirical study of the relationship between post-dining behavioral intentions and dining satisfaction, dining satisfaction significantly affected behavioral intentions. All these studies provided positive evidence for the positive correlation between customers' satisfaction and willingness to revisit in the catering industry.

2.1.7 Concept theories of commitment (C), in the literature of business relationship, commitment was defined as a clear or implicit or guarantee of continuity

of relationships between exchange partners (Dwyer, Schurr, & Oh, 1987). In business relationships, commitment was a psychological emotion through which people's attitudes toward continuing relationships with business partners were formed. In addition, Beatty, Mayer, Coleman, Reynolds, and Lee (1996) suggested that commitment was defined as a psychological or emotional attachment to a brand or an organization. True or highly loyal customers expressed their attachment and high repeat patronage through a strong attitude. This loyalty was clearly the ultimate goal of service marketers, including restaurants, because this loyalty was the most enduring for competitors, with full commitment and strong attachment. As Baloglu (2002) pointed out, loyal customers had a strong attachment and complete commitment. Fullerton (2003) proposed that the potential consequences of a commitment may be attitude loyalty.

2.1.8 Concept theories of Engagement (E) was defined as part of the customer relationship, starting with the customer's initial contact with the company, and through the first purchase until the first repurchase (Thomas, 2001). Florian, Mark, Donald, and Neslin (2012) proposed that the impact of marketing variables (such as price, promotion, discount) on the attractiveness of new customers was a major concern for customer acquisition research. Further, some previous studies also examined how customer acquisition strategies affected customer financial value. Hyun and Perdue (2017) revealed the customer acquisition was a composed of customer engagement and motivation of two-dimensional structure. In other words, engagement was actually one of second-order factors of customer acquisition, so this study investigated engagement as one of the important factors influencing customers' loyalty.

2.1.9 Concept theories of loyalty (L) was defined as a deeply held commitment to the repurchase of a preferred product or service consistently in the future (Oliver, 1999). As consumers' loyalty become the key to the success of the catering industry and the implications of customers' loyalty went far beyond customer retention (Motley, 2002). In addition, Tyler (2002) proposed restaurants need to attract competitors' customers with weak loyalty-based opinions and beliefs to defect if they wanted to increase their market share, as well as enhancing the loyalty of one's own customers to retain them. This study has drawn on these factors and investigates the influence of ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement, and commitment in customers' loyalty to Haidilao Hot Pot restaurants. Understanding consumers' loyalty was good for the catering industry to anticipate future demand and consumer behavior while improving profitability.

Notar and Kanthawongs (2016) studied about positive affecting purchase intention of high quality food products brand A of consumers in Bangkok. The study explored the influence of private label image, social image, perceived quality, brand awareness, corporate social responsibility, price premium, prestige sensitivity, controlled-communication and word-of-mouth communications toward purchase intention. Questionnaire survey method was applied to 340 respondents for data collecting in this study. The research was analyzed by using Multiple Regression Analysis. The majorities of respondents were female, aged 20-25 years old, single and had bachelor degrees. Most of them worked in a private company with earned monthly income less than 25000 baht. They bought high quality food once a week and buy a price of 101-300 baht. The results showed that only price premium,

word-of-mouth communication and brand awareness affect the purchase intention of high-quality food at 0.01 level of signification. The research results beneficial to food business industry.

Thiangthum (2017) studied on the influence of personal innovativeness in information technology, mobile marketing, brand loyalty, emotional appeal, informativeness, advertising creativity, social influence and performance expectancy toward purchase intention of smart phones in Mobile Expo 2016. The questionnaire survey was conducted among 330 respondents. Multiple Regression Analysis was used for hypotheses testing. Most of the respondents were female, aged 26 -30 years old, single and had bachelor degrees. Most of them worked in a private company and the income range between 20001 - 30000 baht per month. They purchase a new smart phone every 3 years and Facebook is their favorite application. The results revealed that informativeness, social influence, brand loyalty and personal innovativeness in information technology had a positive influence on purchase intention of smart phones of visitors in Mobile Expo 2016 at .01 level of signification.

2.2 Hypothesis

2.2.1 There is a positive relationship between ambient and loyalty.

2.2.2 There is a positive relationship between food quality and loyalty.

2.2.3 There is a positive relationship between aesthetic requirement and loyalty.

2.2.4 There is a positive relationship between service quality and loyalty.

2.2.5 There is a positive relationship between perceived value and loyalty.

2.2.6 There is a positive relationship between satisfaction and loyalty.

2.2.7 There is a positive relationship between engagement and loyalty.

2.2.8 There is a positive relationship between commitment and loyalty.

2.2.9 Ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement and commitment have positive impact loyalty of Haidilao Hot Pot's consumers in Chang Zhou city in China.

2.3 Conceptual Framework

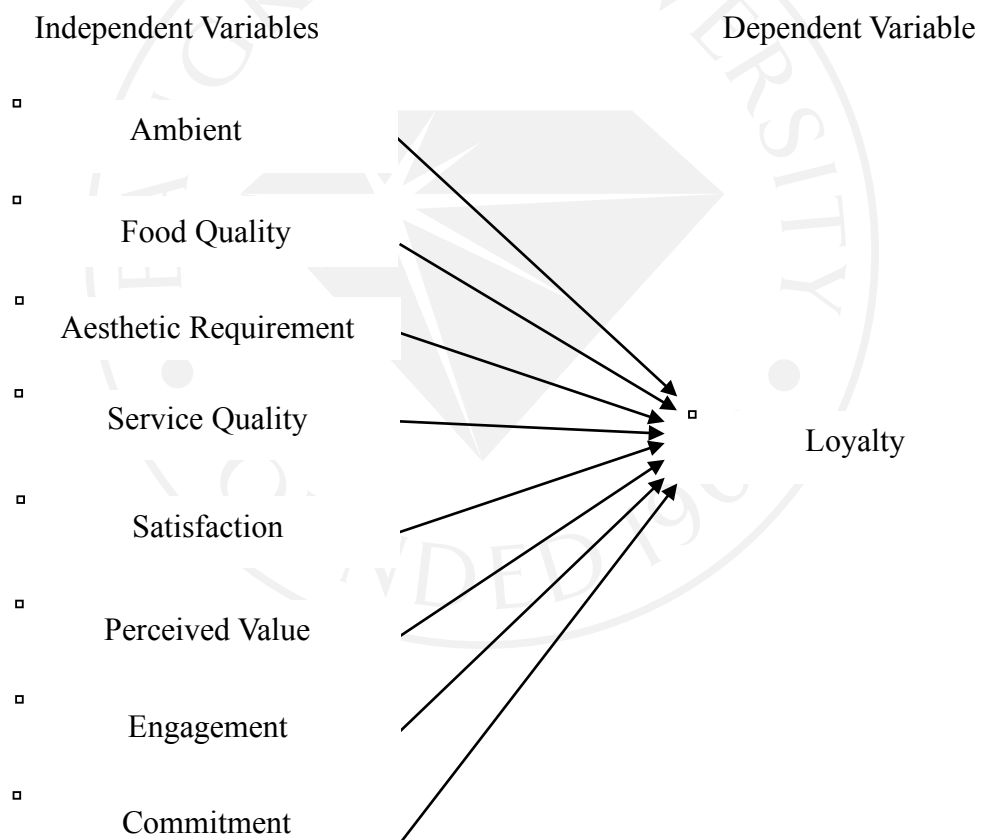


Figure 2.1: Theoretical framework for loyalty

CHAPTRE 3

RESEARCH METHODOLOGY

3.1 Research design

This research objective was to explore Factors Positively Affecting Loyalty of Haidilao Hot Pot's Consumers in Chang Zhou City in China. The methodology of this research was on a quantitative base---questionnaire survey. The survey was completed by method and collected data by questionnaire.

3.2 Population and Sample Selection

Populations of this research were recruited by asking people who had experience with Haidilao Hot Pot restaurants in Chang Zhou City. There were four branches Haidilao Hot Pot restaurants in Chang Zhou (Haidilao, 2018). To ensure the efficiency and accuracy of this research data, questionnaires were mainly conducted in the vicinity of Haidilao Hot Pot restaurants, near other hot pot restaurants or in comprehensive shopping malls. A questionnaire was completed in about 7-10 minutes. The researcher did not interfere with respondents while given their answers but could provide assistance when respondents were required to explain the item of the questionnaire. Most people were willing to participate, which made all data collected and finished as soon as possible.

The sample size was calculated based on 40 pilot questionnaires by using G*power version 3.1.9.3, created by Cohen (1977) and approved by Faul, Erdfelder, Buchner, and Lang (2009). This principle to determine the sample size of 40 questionnaires completed by persons who had experience with Haidilao Hot Pot

restaurants in Chang Zhou City. It with Power ($1 - \beta$) of 0.97, Alpha (α) of 0.03, Total Number of Test Predictor of 8, Effect Size of 0.1355509 (Calculated by Partial R² of 0.11937). Then, the minimum number of the total sample size was 212 (Cohen, 1977). So, the total of 212 sets of questionnaire had to be collected from the participants.

3.3 Research Instrument and Content Validity

3.3.1 Exploring published articles and journals from www.emeraldinsight.com and www.sciencedirect.com which related to exercise, health behavior and fitness centers, together with guidance from an advisor.

3.3.2 Creating the questionnaire form which selected from articles and journals to get approval from an advisor.

3.3.3 Pass completed questionnaire form to 2 experts in the Haidilao Hot Pot restaurants, Mr. Lu Kai, assistant shop manager one of a Haidilao Hot Pot restaurant and Miss Zhou Qing, manager one of a Haidilao Hot Pot restaurant gave the advices to be more precise. After that, finalizing questionnaire referred to suggestions from the experts including an advisor's guidance.

This research included two important processes, 40 pilot test and 212 full-scale test. The pilot test was used to ensure the grouping of question and the consistency of each factor were aligned with theories of study. Total amount of 212 pieces of questionnaires was collected for further study on the research theory.

From instruments mentioned above, the questionnaire form that created from related principles could be divided into three parts. A detailed description of each part was presented as follows.

Part1 Consist of 12 questions which were 6 items asking about respondent's

demographic information: Gender, Age, Status, Education, Salary and Professional status. Another 6 questions were about respondent's choosing behavior e.g. What is your favorite food at hot pot restaurants? Your favorable brand(s) of hot pot? Which is your favorable kind(s) of hot pot soup? Your frequency of hot pot consumption? How much you spend on hot pot per month? And who do you go to hot pot restaurant with?

Part 2 Closed-ended response questions about “Factors Positively Affecting Loyalty of Haidilao Hot Pot’s Consumers in Chang Zhou City in China”. The purpose was to gain the attitude toward questions of each variable consist of:

Ambient	4 Questions
Food Quality	4 Questions
Aesthetic Requirement	4 Questions
Service Quality	4 Questions
Perceived Value	4 Questions
Satisfaction	4 Questions
Engagement	4 Questions
Commitment	4 Questions
Loyalty	4 Questions

This part was evaluated from interval scale by using a five-point scales ranking from 1 (lowest agreeable level) to 5 (Highest agreeable level).

Part 3 Open-ended response question for participants to recommend other factors that might affect loyalty of Haidilao Hot Pot restaurants.

3.4 Testing Research Instrument

The researcher examined the validity and appropriateness of each question with 3 experts using an Index of item-Objective Congruence: IOC. After revised questionnaires align with experts recommend, 40 pilots testing of questionnaires were collected. The Cronbach's Alpha Coefficient of each factor was computed, result value was between 0.756-0.897 which exceed 0.65 regarding the suggested level (Nunnally & Bernstein, 1978).

Table 3.1: Cronbach's Alpha Coefficient of 40 pilot and 212 full-scale test of questionnaires

Questionnaire	n = 40	n = 212
Variable Factor		
Ambient (A)	.864	.860
Food Quality (FQ)	.799	.892
Aesthetic Requirement (AR)	.855	.936
Service Quality (SQ)	.858	.912
Perceived Value (PV)	.803	.875
Satisfaction (S)	.816	.921
Engagement (E)	.756	.909
Commitment (C)	.897	.918
Independent Factor		
Loyalty (L)	.851	.923

The researcher used a factor analysis technique to investigate construct validity as well as analyzed factor loading value of each factor. However, factor loading value result should exceed 0.3 to ensure the reliable component of questions (Kline, 2002).

Factor analysis was conducted based on these factors: Ambient (A), Food Quality (FQ), Aesthetic Requirement (AR), Service Quality (SQ), Perceived Value (PV), Satisfaction (S), Engagement (E), Commitment (C), and Loyalty (L) at n = 212.

Table 3.2: Factor analysis of factors positively affecting loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China at n = 212

	A	FQ	AR	SQ	PV	S	E	C	L
A1	0.709								
A2	0.715								
A3	0.783								
A4	0.799								
FQ1		0.769							
FQ2		0.808							
FQ3		0.750							
FQ4		0.808							
AR1			0.878						
AR2			0.863						
AR3			0.877						
AR4			0.860						
SQ1				0.873					
SQ2				0.872					
SQ3				0.805					
SQ4				0.791					

(Continued)

Table 3.2(Continued): Factor analysis of factors positively affecting loyalty of
Haidilao Hot Pot's consumers in Chang Zhou City in China at
n = 212

	IF	HB	SS	SI	ST	AC	OQ	PQ	FI
PV1					0.706				
PV2					0.786				
PV3					0.789				
PV4					0.762				
S1						0.831			
S2						0.864			
S3						0.851			
S4						0.827			
E1							0.812		
E2							0.818		
E3							0.800		
E4							0.749		
C1								0.871	
C2								0.833	
C3								0.895	
C4								0.828	
L1									0.853
L2									0.841
L3									0.857

(Continued)

Table 3.2(Continued): Factor analysis of factors positively affecting loyalty of
Haidilao Hot Pot's consumers in Chang Zhou City in China at
n = 212

	IF	HB	SS	SI	ST	AC	OQ	PQ	FI
L4									0.872

3.5 Statistics for Data Analysis

The questionnaires data were analyzed using statistical analysis software named SPSS version 24 by using Statistical Significant level of .01.

Descriptive statistics analysis such as demographic, general information and respondent's choice the hot pot restaurants were measured by using Frequency; whereas the scale ranking as Ambient, Food Quality, Aesthetic Requirement, Service Quality, Perceived Value, Satisfaction, Engagement, Commitment and Loyalty were measured by using Mean (\bar{x}) and Standard Deviation (S.D). Furthermore, Pearson's Correlation Coefficient and Multiple Regression analysis were used for inferential statistical analysis to evaluate the independent variable.

CHAPTER 4

RESEACH RESULTS

The object of this research was to investigate factors positively affecting loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China. The questionnaires data were collected from 212 participants, and then the data analysis completed by SPSS version 24. The Cronbach's Alpha Coefficient of each factor was computed which had the result value between 0.860-0.936 as Table 3.1, meaning that each alpha coefficient exceeded the recommended level Nunnally & Bernstein (1978) and had proven to be reliable.

4.1 Summary of Demographic Data

The 212 respondents consisted of 58% females and 42% males, with the age between 25-32 years-old which calculated as 47.2%. 66.5% of the total sample had been married. The majority of the population had bachelor degree and under bachelor degree accounted for 37.7% and 30.2%. Most of the respondents or 65.1% were working in private companies, with the largest 2 group of salary ranges were 2501-4000 yuan and 4001-7000 yuan, with ratios 36.8% and 34.4%. The percentage of respondents who chose mea house special dish was 77.4%. 82.5% of the population sample chose favorable brands of hot pot included Haidilao Hot Pot restaurants. Most of the respondents accounted for 62.3% their favorable kinds of hot pot soup included double-flavor hot pot. The percentage of respondents who went to hot pot restaurants several times per month was 32.5%, in which the highest frequency. Moreover, most

of the respondents spent money for hot pot between 201 to 500 yuan per month at 50%. Finally, 76.9% of the population sample were more willing to go to hot pot restaurants with their friends.

4.2 Results of Research Variables

The analysis of the correlation between dependent variable and the independent variable through Pearson's Correlation Coefficient of ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement, and commitment that positively affecting loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China.

Table 4.1: Pearson's Correlation Coefficient analysis of correlation between the dependent variable and independent variables.
(Descriptive Statistic)

	Mean	S.D.	N
Ambient	4.0542	0.54697	212
Food Quality	4.1050	0.55866	212
Aesthetic Requirement	4.2075	0.58158	212
Service Quality	4.2960	0.56293	212
Perceived Value	4.0259	0.57436	212
Satisfaction	4.1403	0.55294	212
Engagement	4.1427	0.55714	212
Commitment	3.8703	0.68863	212
Loyalty	3.9434	0.64515	212

Table 4.2: Pearson's Correlation Coefficient analysis of correlation between the independent variable (loyalty) and dependent variables (ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement, and commitment)

Variable	A	FQ	AR	SQ	PV	S	E	C	L
Ambient(A)	1								
Food Quality(FQ)	.792**	1							
Aesthetic Requirement(AR)	.715**	.747**	1						
Service Quality(SQ)	.633**	.710**	.753**	1					
Perceived Value(PV)	.689**	.775**	.673**	.704**	1				
Satisfaction(S)	.715**	.769**	.722**	.790**	.825**	1			
Engagement(E)	.680**	.733**	.757**	.780**	.759**	.851**	1		
Commitment(C)	.523**	.595**	.539**	.554**	.691**	.659**	.692**	1	
Loyalty(L)	.559**	.660**	.549**	.665**	.724**	.702**	.732**	.833**	1

** Correlation is significant at the .01 level (2 –tailed)

According to Table 4.2, Hypothesis can explain as the following

Hypothesis 1, ambient had a positive relationship with loyalty or not. The analysis revealed that ambient had a positive relationship with loyalty (Pearson's Correlation = 0.559) at .01 significant level.

Hypothesis 2, food quality had a positive relationship with loyalty or not. The analysis revealed that food quality had a positive relationship with loyalty (Pearson's Correlation = 0.660) at .01 significant level.

Hypothesis 3, aesthetic requirement had a positive relationship with loyalty or not. The analysis revealed that aesthetic requirement had a positive relationship with loyalty (Pearson's Correlation = 0.549) at .01 significant level.

Hypothesis 4, service quality had a positive relationship with loyalty or not. The analysis revealed that service quality had a positive relationship with loyalty (Pearson's Correlation = 0.665) at .01 significant level.

Hypothesis 5, perceived value had a positive relationship with loyalty or not. The analysis revealed that perceived value had a positive relationship with loyalty (Pearson's Correlation = 0.724) at .01 significant level.

Hypothesis 6, satisfaction had a positive relationship with loyalty or not. The analysis revealed that satisfaction had a positive relationship with loyalty (Pearson's Correlation = 0.702) at .01 significant level.

Hypothesis 7, engagement had a positive relationship with loyalty or not. The analysis revealed that engagement had a positive relationship with loyalty (Pearson's Correlation = 0.732) at .01 significant level.

Hypothesis 8, commitment had a positive relationship with loyalty or not. The

analysis revealed that commitment had a positive relationship with loyalty (Pearson's Correlation = 0.833) at .01 significant level.

4.3 Results of Hypothesis Testing

Table 4.3: Analysis of variance (ANOVA) of ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement, and commitment that positively affecting loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	68.411	8	8.551	89.433	.000 ^b
Residual	19.410	203	.096		
Total	87.821	211			

From Table 4.3 above, ANOVA analysis further confirmed that independent variables comprised of ambient, food quality, aesthetic requirement, service quality, perceived value, satisfaction, engagement, and commitment had influence on dependent variable, loyalty because Sig. of the equation equaled 0.000 at .01 significant level.

Table 4.4: Multiple Regression Analysis of Ambient, Food Quality, Aesthetic Requirement, Service Quality, Perceived Value, Satisfaction, Engagement, and Commitment that positively affecting loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China

Dependent Variable: Loyalty, R= 0.883, R²= 0.779, Constant= -0.032						
<u>Independent Variables</u>	<u>β</u>	<u>Std Error</u>	<u>T</u>	<u>Sig</u>	<u>Tolerance</u>	<u>VIF</u>
(Constant)		0.181	-0.177	0.860		
Ambient(A)	-0.016	0.068	-0.240	0.811	0.324	3.086
Food Quality(FQ)	0.165	0.078	2.128	0.035	0.241	4.147
Aesthetic Requirement(AR)	-0.221	0.067	-3.290	0.001	0.298	3.355
Service Quality(SQ)	0.275**	0.070	3.912	0.000	0.289	3.459
Perceived Value(PV)	0.125	0.075	1.662	0.098	0.245	4.089
Satisfaction(S)	-0.066	0.092	-0.718	0.474	0.176	5.689
Engagement(E)	0.191	0.085	2.248	0.026	0.202	4.956
Commitment(C)	0.540**	0.046	11.742	0.000	0.452	2.212

**significant at the .01 level

From Table 4.4, Multiple Regression Analysis results can be defined that two independent variables, which were aesthetic requirement (Sig =0.001), service quality (Sig =0.000) and commitment (Sig =0.000) can predict consumers' loyalty significantly. On the other hand, ambient (Sig =0.811), food quality (Sig =0.035), perceived value (Sig = 0.098), satisfaction (Sig = 0.474) and engagement (Sig = 0.026)

cannot predict consumers' loyalty significantly.

Aesthetic requirement had a standard negative beta coefficient ($\beta = -0.221$), which although was significant. Pedhazur (1997) noted that a suppressor variable had a negative regression coefficient. Pedhazur (1997) further explained that these suppressor variables shared the variance with the predictor variables (the independent variables) and not with the criterion (dependent variable). Therefore, Pedhazur (1997) concluded that when a regression equation was applied, predicted scores for respondents who scored above the mean on the suppressor variables was lowered as a result of multiplying negative regression coefficients by positive scores. So aesthetic requirement might have the least relative effect predictor variables on customers' loyalty.

The most predictive independent variables were commitment ($\beta = 0.540$) and service quality ($\beta = 0.275$). These two factors could show a positive impact on loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China at 81.5%. The remaining 18.5% were influenced by other independent variables not used in this study. The standard error was ± 0.181 by the following equation.

$$Y (\text{Loyalty}) = -0.032 + 0.540 (\text{commitment}) + 0.275 (\text{service quality})$$

The meaning of the above equation was as follows

If, commitment was increased by 1 point and other factors remained the same then resulted in loyalty would be increased by 0.54 point.

If, service quality was increased by 1 point and other factors remained the same then resulted in loyalty would be increased by 0.275 point.

Hypothesis 9, using Multiple Regression Analysis. The result turned out that commitment and service quality had a positive relationship with customers' loyalty at a statistically significant level of .01; Aesthetic requirement, ambient, food quality, perceived value, satisfaction, and engagement had no positive effect on loyalty at .01 statistically significant.

In statistics, Multicollinearity was a circumstance of a very high relationship among the independent variables (Solutions, 2017). High multicollinearity indicated the high degree of correlation between independent variables which perhaps caused the changes in deviation from the true value. Likewise, multicollinearity should not occur as it could lead to incorrect interpreting of multiple regression results.

Normally, multicollinearity could be tested by the Variance Inflation Factor (VIF) value or Tolerance value. The appropriate value of the Variance Inflation Factor (VIF) should not exceed 10. Otherwise the independent variable was relevant (O'Brien, 2007). And Tolerance value should not be less than 0.1, otherwise, it indicated multicollinearity (O'Brien, 2007).

From Table 4.4, the minimum tolerance value of all independent variables was 0.176, which was not less than 0.1. The maximum VIF value was 5.689, which was also in compliance with the standard of less than 10. There had been no multicollinearity among the independent variables. Therefore, researchers could use statistical analysis of multiple linear regression.

4.4 Summary of Hypothesis Testing

Result of Multiple Regression Analysis found that commitment and service quality had a positive impact on loyalty of Haidilao Hot Pot's consumers in Chang

Zhou City in China. While aesthetic requirement, ambient, food quality, perceived value, satisfaction, and engagement had no positive impact on loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China as Figure 4.1 below.



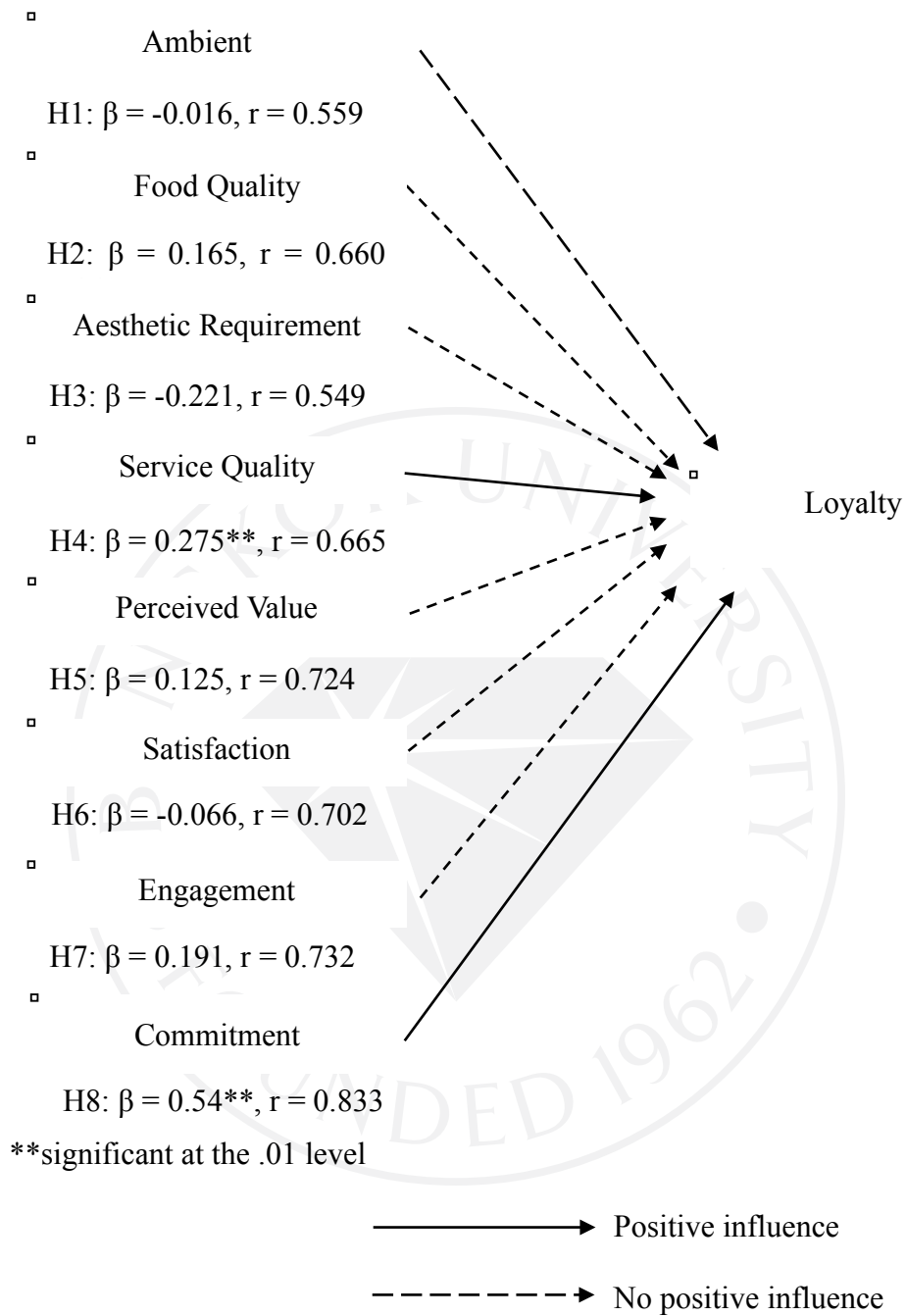


Figure 4.1: Result of Multiple Regression Analysis from scope of Research

CHAPTER 5

DISCUSSION

The objective of this study was to describe the positive impact factors of aesthetic requirement, ambient, food quality, service quality, perceived value, satisfaction, commitment, and engagement toward loyalty to Haidilao Hot Pot's consumers in Chang Zhou City in China. A quantitative research method was used for this research through questionnaires surveys to collect data.

The populations were collected from 212 respondents who living in Chang Zhou City in China. Data analysis completed by SPSS version 24, the results could be concluded as the following.

5.1 Research Findings and Conclusion

The majorities of respondents were female at the age of 25-32 years old, married, with bachelor degree background, with salary between 2501 to 4000 yuan per month, private companies' employees. Meat house special dish was their most favorite food in the hot pot restaurants. Haidilao Hot Pot was their most favorable brand and double-flavor hot pot was their most favorable kind of hot pot soup. They went to the hot pot restaurants several times per month and spent money on the hot pot 201 – 500 yuan per month.

Regarding the analysis results based on hypotheses could be summarized that there were two accepted hypotheses as follows: commitment ($\beta = 0.54$) and service quality ($\beta = 0.275$). Therefore, the result could be concluded that commitment and

service quality had a positive impact on loyalty at statistically significant level of .01. In addition, these two factors were explained the positively affecting on loyalty of Haidilao Hot Pot's customers at 81.5% whereas other 18.5% were affected by other variables which were not used in this research. Furthermore, the result of Variance Inflation Factor (VIF) value does not exceed 10 that means there had no Multicollinearity among the independent variables. The standard error was ± 0.181 by the following equation.

$$Y (\text{Loyalty}) = -0.032 + 0.540 (\text{commitment}) + 0.275 (\text{service quality})$$

5.2 Discussion

The research was to examine the factors positively affecting loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China, which comprised of aesthetic requirement, ambient, food quality, service quality, perceived value, satisfaction, commitment, and engagement. Based on sample size recommendations by Cohen (1977), 212 respondents were recruited to complete the survey with the questionnaire method. Then analyzed the data by SPSS program and found the interesting points as the following.

Hypothesis 1, ambient had a positive relationship toward loyalty or not. The result from Pearson's Correlation analysis revealed that ambient had a positive relationship toward loyalty at .01 significant level which accepted hypothesis. In the positive restaurant service encounter, the ambient of the restaurant has an important influence on the customer's willingness to pay (Sukhu et al., 2017). Dutta et al. (2014) also proposed that ambient was an important factor affecting the consumers' dining

experience. The ambient of investors decorating the restaurant was also to attract customers. The result of this study showed ambient was not enough to affect Chang Zhou consumer loyalty and they visit Haidilao Hot Pot restaurants again.

Hypothesis 2, food quality had a positive relationship toward loyalty or not. The result from Pearson's Correlation analysis revealed that food quality had a positive relationship toward loyalty at .01 significant level which accepted hypothesis. Kivela et al. (1999) further revealed that the diversity of menu items was a key attribute of food quality that created catering satisfaction. However, the ingredients of hot pot restaurants were relatively uniform, which were common raw vegetables, meat and seafood, which were different.

Hypothesis 3, aesthetic requirement had a positive relationship toward loyalty or not. The result from Pearson's Correlation analysis revealed that aesthetic requirement had a positive relationship toward loyalty at .01 significant level which accepted hypothesis. Ryu and Jang (2008), Ryu and Jang (2007), Yinghua and Jang (2009) confirmed that appearance, attractiveness, neat dress and professional methods of employees could affect the dining experience of customers, which further affected their behavioral intentions. In other words, aesthetic requirement was emphasized by restaurants, which shaped and maintained the image of enterprises and affected the dining experience of consumers. Combined with the results of this study, it did not directly affect the loyalty of Chang Zhou consumers to Haidilao Hot Pot restaurants.

Hypothesis 4, service quality had a positive relationship toward loyalty or not. The result from Pearson's Correlation analysis revealed that service quality had a positive relationship toward loyalty at .01 significant level which accepted hypothesis. This was matched (Ha & Jang, 2010; Wu, 2013) that suggested service quality

influences consumer behavioral intentions. Haidilao Hot Pot was precisely famous for its unique and excellent service.

Hypothesis 5, perceived value had a positive relationship toward loyalty or not. The result from Pearson's Correlation analysis revealed that perceived value had a positive relationship toward loyalty at .01 significant level which accepted hypothesis. Baker and Crompton (2000) revealed that perceived value was regarded as “a measure of provider output”, which meant a customer's cognitive assessment of the time or money investing in a restaurant. Whereas Chang Zhou consumer loyalty to Haidilao Hot Pot did not depend on the value provided by price or time.

Hypothesis 6, satisfaction had a positive relationship toward loyalty or not. The result from Pearson's Correlation analysis revealed that satisfaction had a positive relationship toward loyalty at .01 significant level which accepted hypothesis. Although there were still amounts of previous researches provide positive evidence for the positive correlation between customer satisfaction and willingness to revisit in the catering industry (Kivela et al., 1999; Oliver & Rust, 1994). Nevertheless, satisfaction does not affect Chang Zhou consumer loyalty to Haidilao Hot Pot.

Hypothesis 7, engagement had a positive relationship toward loyalty or not. The result from Pearson's Correlation analysis revealed that engagement had a positive relationship toward loyalty at .01 significant level which accepted hypothesis. Florian et al. (2012) proposed that the impact of marketing variables (such as price, promotion, discount) on the attractiveness of new customers was a major concern for customer acquisition research, which included engagement element. Obviously, Chang Zhou consumers were not affected by the price of Haidilao Hot Pot, because 50% of the respondents spent 201-500 yuan per month on hot pot, less than one tenth

of their salary.

Hypothesis 8, commitment had a positive relationship toward loyalty or not. The result from Pearson's Correlation analysis revealed that commitment had a positive relationship toward loyalty at .01 significant level which accepted hypothesis. The result of commitment matched Baloglu (2002) that loyal customers had a strong attachment and they would create positive WOM.

Hypothesis 9, the result of Multiple Regression Analysis showed that there were two factors affecting loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China, which was commitment and service quality at statistically significant level of .01. As Wong and Fong (2010), Yasin and Yavas (2001) suggested service quality was considered to be one of main factors for consumers to evaluate the dining experience, hence restaurants needed to pay attention to service quality in order to stand out in a highly competitive market. Another significant predictor was commitment, which was similar to Fullerton (2003) showed that the potential consequences of commitment were loyalty and commitment as an important ingredient in successful relationships (HennigThurau, Gwinner, & Gremler, 2002). In conclusion, service quality together with commitment could enhance the loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China.

5.3 Recommendation for Managerial Implication

The results of this research might help hot pot industry in the matter of investment decisions for future development in inadequate area. As discussed above, the most positive impact on loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China was service quality and commitment.

5.3.1 In China's hotpot industry, the catering industry must consider how to make customers feel the commitment given by enterprises, consult a successful restaurant like Haidilao Hot Pot what was the commitment, and what factors consumers would care about in the whole dining experience. The relevant official organizations of Chinese catering industry should cooperate with the successful restaurant enterprise alliance to further transparently and publicly disclose the catering industry through online video, official media, social media and other channels, so that people could believe that Chinese catering industry was a healthy, safe, secure and trustworthy industry.

5.3.2 In China's hot pot industry, and even the whole catering industry, one of the main problems for restaurants' sustainable operation was whether the service quality could satisfy consumers. Unqualified service quality had a negative impact on consumer behavior and re-patronage. Therefore, the catering industry could learn from Haidilao Hot Pot, provide consumers with meticulous service, humanized and personal attention to excellent services, made people more willing to enter restaurants.

5.4 Recommendation for Future Research

Participants in this research were mostly 25-32 years old, in future's study, researchers should ask more people from different age groups to answer questions, that would make the sample more representative. In this research, service quality and commitment, could predict loyalty of Haidilao Hot Pot's consumers in Chang Zhou City in China. Some respondents mentioned about diversity dish in the comment of the questionnaire.

According to this, diversity dish might have an effect on consumer loyalty and

should be added in the future research. Future research could also include data collection in other big cities like Shanghai or Nanjing to compare the results. Also, the data could be collected, compared, and analyzed between the Chinese and the foreign consumers in China.



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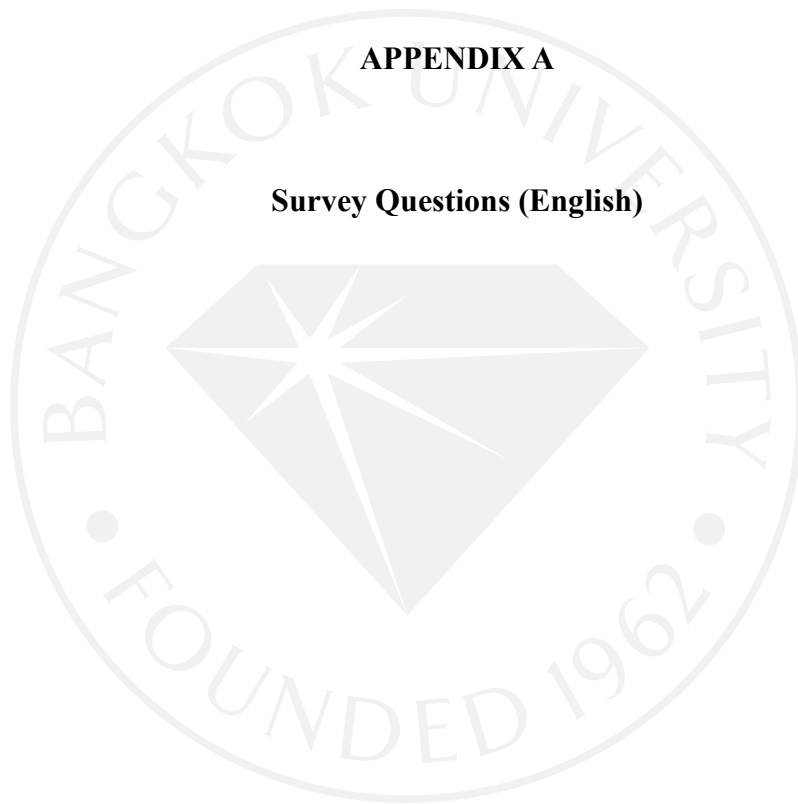
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APPENDIX A

Survey Questions (English)





มหาวิทยาลัยกรุงเทพ
BANGKOK UNIVERSITY

NO.....

Questionnaire
on
Factors Positively Affecting Loyalty of Haidilao Hot Pot's Consumers
in Changzhou City in China

Instruction: Objective of this survey is to collected data for use in master of business administration research, Bangkok University. The result of this research will be benefit to hot pot industry. In this regard, cooperation from the respondents are needed. I, Wang Jiao, master's degree of business administration student from Bangkok University thankfully for your cooperation.

Instruction: Please answer the following question and put ✓ in that matches you most.

1. Gender

1) Male

2) Female

2. Age

- 1) From 16 to 24 years
- 2) 25–32 years old
- 3) 33-39 years old
- 4) 40-46 years old
- 5) 47-54 years old
- 6) Equal and over 55 years old

3. Status

- 1) Single
- 2) Married
- 3) Divorced/ Widowed/ Separated

4. Level of education

- 1) Under High School Degree
- 2) Under Bachelor Degree
- 3) Bachelor Degree
- 4) Master Degree
- 5) Doctorate Degree
- 6) Others, Please Specify

5. Monthly income

- 1) Less than and equal to 2,500 yuan
- 2) 2,501–4,000 yuan
- 3) 4,001–7,000 yuan
- 4) 7,001-10,000 yuan
- 5) 10,001–15,000 yuan
- 6) 15,001– 30,000 yuan
- 7) 300,001–50,000 yuan
- 8) More than 50,000 yuan

6. Professional Status

- 1) State enterprise employee
- 2) Private employee
- 3) Self-Employed
- 4) Searching for job
- 5) Housewives
- 6) Retired
- 7) Students
- 8) Others, Please Specify

7. What is your most favorite food in hot pot restaurants (Can select more than one choice)?

- 1) Vegetables
- 2) Meat
- 3) Seafood
- 4) Soy products
- 5) Mea House Special Dish
- 6) Others, Please Specify

8. Your most favorable brand(s) of hot pot (Can select more than one choice)

- 1) Xiaolongkan
- 2) Banu
- 3) Haodilao
- 4) Detianfeiniu
- 5) Jiudingxuan
- 6) Yurongfu
- 7) Others, Please Specify

9. Which is your most favorable kinds of hot pot soup (Can select more than one choice) ?

- 1) Butter hot pot
- 2) Soup pot
- 3) Spicy hot pot
- 4) Double-flavor hot pot
- 5) Mushroom soup pot
- 6) Others, Please Specify

10. Your frequency of hot pot consumption

- 1) Once a week
- 2) Several times per week
- 3) Once a month
- 4) Several times per month
- 5) Once a year
- 6) Only on special occasions
- 7) Others, Please Specify

11. How much you spend on hot pot per month

- 1) Less than and equal to 80 yuan
- 2) 81 – 200 yuan
- 3) 201 – 500 yuan
- 4) 501 – 1,000 yuan
- 5) 1,001 – 1,500 yuan
- 6) 1,501 – 2,000 yuan
- 7) 2,001 – 3,000 yuan
- 8) More than 3,000

12. Who do you go to hot pot restaurant with (Can select more than one choice)?

- 1) Yourself
- 2) Family' members
- 3) Friends
- 4) Lover
- 5) Others, Please Specify

Please mark every question with only one ✓ in the box that most corresponds to your comments.

		Agreeable Level				
		Highest	High	Moderate	Low	Lowest
		(5)	(4)	(3)	(2)	(1)
Ambient						
1	The interior design of Haidilao hot pot restaurants are appealing.					
2	The area of Haidilao hot pot restaurants are clean with no unpleasant smells..					
3	The area of Haidilao hot pot restaurants have good level of comfort.					
4	The environment of area at Haidilao hot pot restaurants are appealing.					
Food quality						
1	Haidilao hot pot restaurants offer a variety of menu items.					

		Agreeable Level				
		Highest (5)	High (4)	Moderate (3)	Low (2)	Lowest (1)
2	Haidilao hot pot restaurants offer fresh food.					
3	Haidilao hot pot restaurants offer tasty food.					
4	The overall quality of Haidilao hot pot restaurants are good.					
Aesthetic requirement						
1	Haidilao hot pot restaurants regulate employee's uniforms to wear.					
2	Haidilao hot pot restaurants have requirements for employees to keep their faces nice and clean.					
3	The employees of Haidilao hot pot restaurant have training for their jobs' skills at the restaurant.					
4	The employees of Haidilao hot pot restaurants have training in their speaking skills in providing the services.					
Service Quality						

		Agreeable Level				
		Highest (5)	High (4)	Moderate (3)	Low (2)	Lowest (1)
1	Haidilao hot pot restaurants' employees are willing to help me.					
2	Haidilao hot pot restaurants' employees are passionate.					
3	Haidilao hot pot restaurants' employees provide relief and comfort to me when I felt bored waiting for a long queue.					
4	Haidilao hot pot restaurants' employees give me personal attention					
Perceived Value						
1	Haidilao hot pot restaurants offer good value for money.					
2	I would think that the prices that I pay for the services of Haodilao hot pot restaurants are worthwhile.					
3	I would rate my overall experience at Haidilao Hot Pot restaurants as 'extremely good value'.					

		Agreeable Level				
		Highest (5)	High (4)	Moderate (3)	Low (2)	Lowest (1)
4	Haidilao hot pot restaurants serve appropriate portion size according to the industry standards.					
Satisfaction						
1	I am satisfied with the services at Haidilao hot pot restaurants.					
2	Overall, I am satisfied with my experience at Haidilao hot pot restaurants.					
3	As a whole, I have really enjoyed myself while eating at Haidilao hot pot restaurants.					
4	My decision to go Haidilao Hot Pot restaurants is a wise one.					
Engagement						
1	I was satisfied with my first visit to Haidilao hot pot restaurant.					
2	My first interaction with employees of the Haidilao hot pot restaurant was pleasant.					

		Agreeable Level				
		Highest (5)	High (4)	Moderate (3)	Low (2)	Lowest (1)
3	My first impression was that the staff at Haidilao hot pot restaurant was friendly.					
4	My first impression was that Haidilao hot pot restaurant was appealing.					
Commitment						
1	I visit Haidilao hot pot restaurants more frequently than other hot pot restaurants.					
2	I spend more money in Haidilao hot pot restaurants than in other hot pot restaurants.					
3	When I want to eat hot pot, Haidilao hot pot restaurants is my first choice.					
4	I am very committed to Haidilao hot pot restaurants.					
Loyalty						
1	when I want to eat hot pot next time, I would like to return to Haidilao hot pot restaurants.					

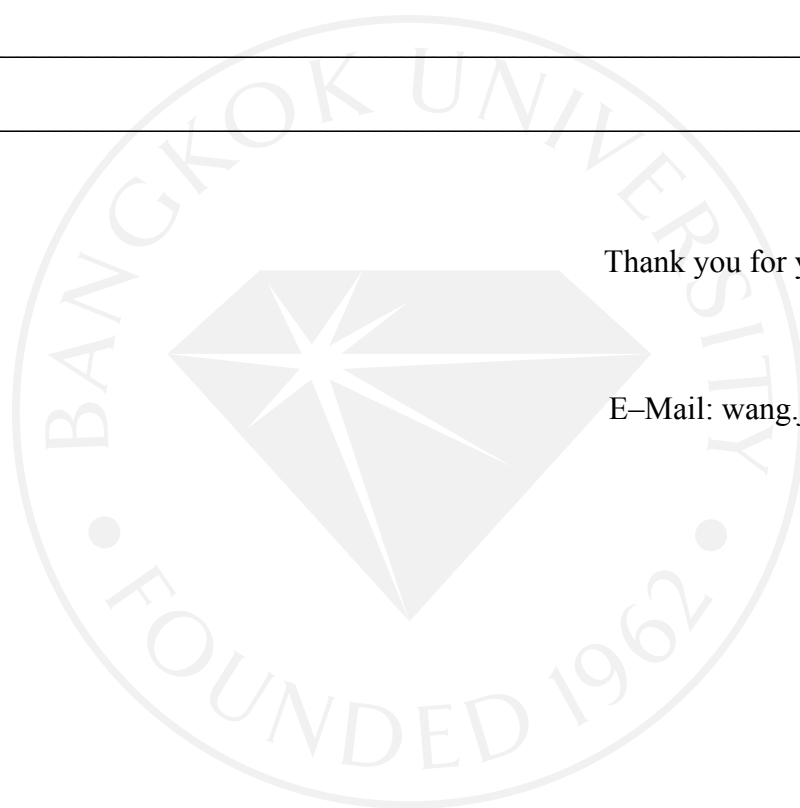
		Agreeable Level				
		Highest (5)	High (4)	Moderate (3)	Low (2)	Lowest (1)
2	I would say positive things about Haidilao hot pot restaurants to other people.					
3	I would like to recommend Haidilao hot pot restaurants to someone who seeks my advice.					
4	I would like to encourage friends and relatives to dine at Haidilao hot pot restaurants.					

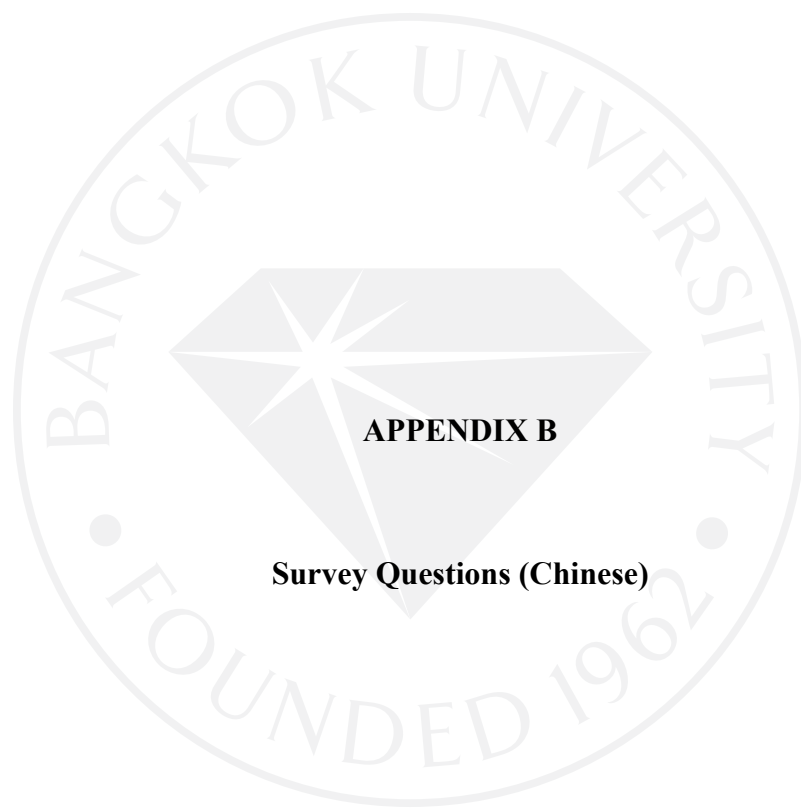
Please recommend for other factors that might positively affecting Loyalty towards Haidilao hot pot restaurant.

Thank you for your cooperation

Miss Jiao,Wang

E-Mail: wang.jiao@bumail.net







มหาวิทยาลัยกรุงเทพ
BANGKOK UNIVERSITY

NO.....

问卷调查

影响消费者对海底捞火锅忠诚度的积极因素研究

以常州市为例

简介:此问卷调查的目的是为了搜集资料以供曼谷大学工商管理硕士专业学生独立研究之用,同时,相信本研究的最终成果也能对火锅行业有所启发。感谢您的配合。

提示:请在最符合您的方框□内打✓

1. 性别

1) 男性

2) 女性

2. 年龄

1) 16-24 岁

2) 25-32 岁

3) 33-39 岁

4) 40-46 岁

5) 47-54 岁

6) 55 岁以上

3. 婚姻状况

- 1) 单身
- 2) 已婚
- 3) 分居

4. 教育水平

- 1) 高中以下
- 2) 大学以下
- 3) 大学
- 4) 研究生
- 5) 博士
- 6) 其它 (请注明).....

5. 月收入

- 1) 2500 元及以下
- 2) 2,501-4,000 元
- 3) 4,001-7,000 元
- 4) 7,001-10,000 元
- 5) 10,001-15,000 元
- 6) 15,001-30,000 元
- 7) 30,001-50,000 元
- 8) 50,000 元以上

6. 职业

- 1) 国营企业员工
- 2) 私企员工
- 3) 个体户/自由职业者
- 4) 待业
- 5) 家庭主妇
- 6) 退休人员
- 7) 学生
- 8) 其它 (请注明).....

7. 你喜欢火锅店的什么食物.(可多选)

- 1) 蔬菜
- 2) 肉类
- 3) 海鲜
- 4) 豆制品类
- 5) 其它 (请注明).....

8. 你喜欢的火锅店.(可多选)

- 1) 小龙坎
- 2) 巴奴火锅
- 3) 海底捞火锅
- 4) 德天肥牛火锅
- 5) 九鼎轩
- 6) 御荣府火锅
- 7) 其它 (请注明).....

9. 哪个是你喜欢的火锅汤底.(可多选)

- 1) 牛油火锅
- 2) 清汤火锅
- 3) 麻辣火锅
- 4) 鸳鸯火锅
- 5) 菌菇汤火锅
- 6) 其它(请注明).....

10. 你去火锅店的频率

- 1) 每周一次
- 2) 每周几次
- 3) 每月一次
- 4) 每月几次
- 5) 每年一次
- 6) 在特殊的时间
- 7) 其它(请注明).....

11. 你每个月花在吃火锅上多少钱

- 1) 低于 80 元
- 2) 81-200 元
- 3) 201-500 元
- 4) 501-1,000 元
- 5) 1,001-1,500 元
- 6) 1,501-2,000 元
- 7) 2,001-3,000 元
- 8) 多于 3000 元

12. 你和谁去火锅店.(可多选)

- 1) 独自
 2) 家人
 3) 朋友/同事
 4) 伴侣
 5) 其它(请注明).....

请在最符合你的选项下打勾

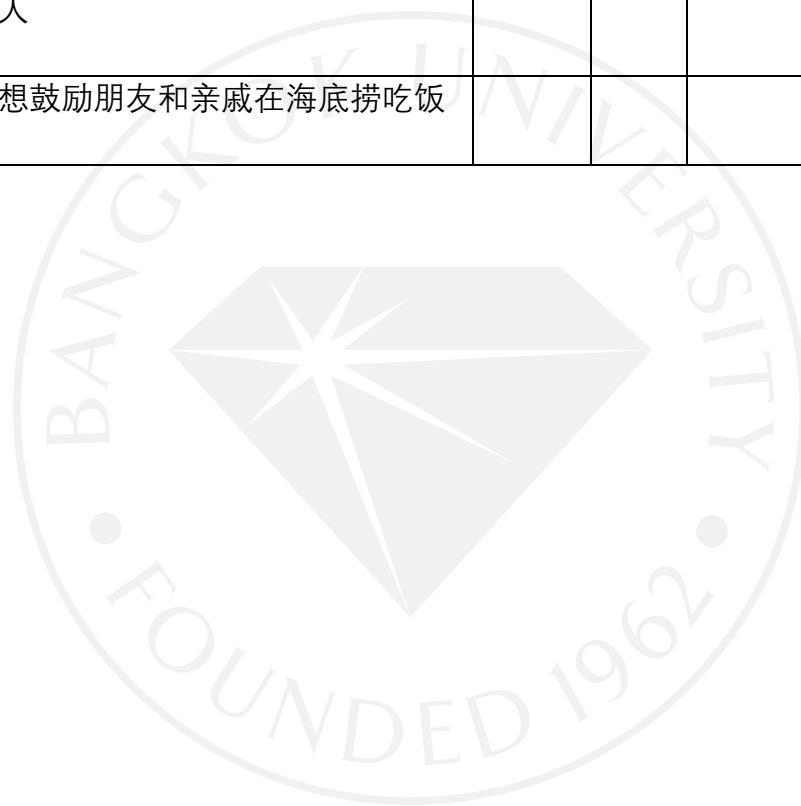
		赞同程度				
		很赞同 (5)	赞同 (4)	一般 (3)	不同意 (2)	很不同意 (1)
氛围						
1	海底捞的室内设计是吸引人的					
2	海底捞的就餐区是干净的, 没有不好闻的气味					
3	海底捞的就餐区有良好的舒适度					
4	海底捞的就餐区的环境是吸引人的					
食物质量						
1	海底捞的菜品丰富					
2	海底捞的食材新鲜					
3	海底捞的食物味道是美味的					

		赞同程度				
		很赞同 (5)	赞同 (4)	一般 (3)	不同意 (2)	很不同意 (1)
4	总体来看海底捞的食物质量是好的					
审美要求						
1	海底捞规范员工的着装					
2	海底捞要求员工保持妆容整洁					
3	海底捞的员工接受了工作技能的培训					
4	海底捞的员工接受了说话语调的训练					
服务质量						
1	海底捞的员工是乐意帮助我的					
2	海底捞的员工是热情的					
3	当我因为长时间的排队而感到无聊时，海底捞的员工会安抚我					
4	海底捞的员工注意并给我个人的服务					
感知价值						

		赞同程度				
		很赞同 (5)	赞同 (4)	一般 (3)	不同意 (2)	很不同意 (1)
1	海底捞的性价比是高的					
2	我想我愿意为海底捞的服务买单					
3	我认为我在海底捞的整体就餐体验非常好的					
4	海底捞根据行业标准提供适当份量的食材					
满意度						
1	我对海底捞的服务是满意的					
2	总体来说，我对在海底捞的就餐体验是满意的					
3	整体来说，我在海底捞就餐时很开心					
4	我选择去海底捞就餐是明智的决定					
参与度						
1	我对第一次去海底捞是满意的					
2	我和海底捞火锅员工的第一次互动					

		赞同程度				
		很赞同 (5)	赞同 (4)	一般 (3)	不同意 (2)	很不同意 (1)
	很愉快					
3	我的第一印象是海底捞的工作人员 很友好					
4	我的第一印象是海底捞很吸引人					
承诺						
1	我去海底捞比其他火锅店更频繁					
2	我花在海底捞上的钱比其他火锅店要多					
3	当我想吃火锅的时候，海底捞是我的第一选择					
4	我很喜欢海底捞火锅					
忠诚度						
1	当我下次想吃火锅时我想再去海底捞					
2	我想对其他人推荐海底捞好的方面					

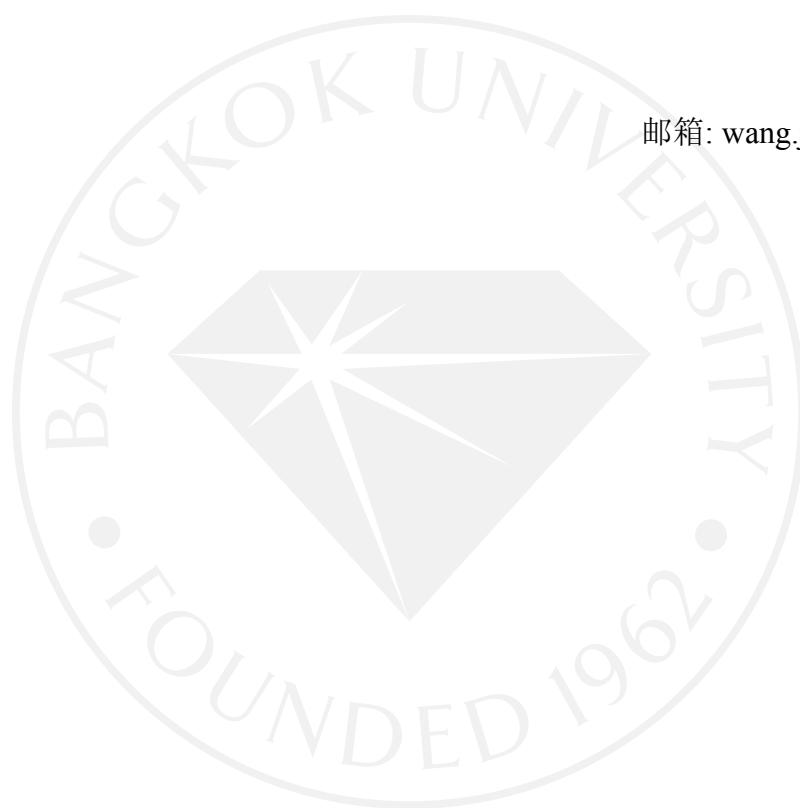
		赞同程度				
		很赞同 (5)	赞同 (4)	一般 (3)	不同意 (2)	很不同意 (1)
3	我想把海底捞推荐给向我寻求意见的人					
4	我想鼓励朋友和亲戚在海底捞吃饭					

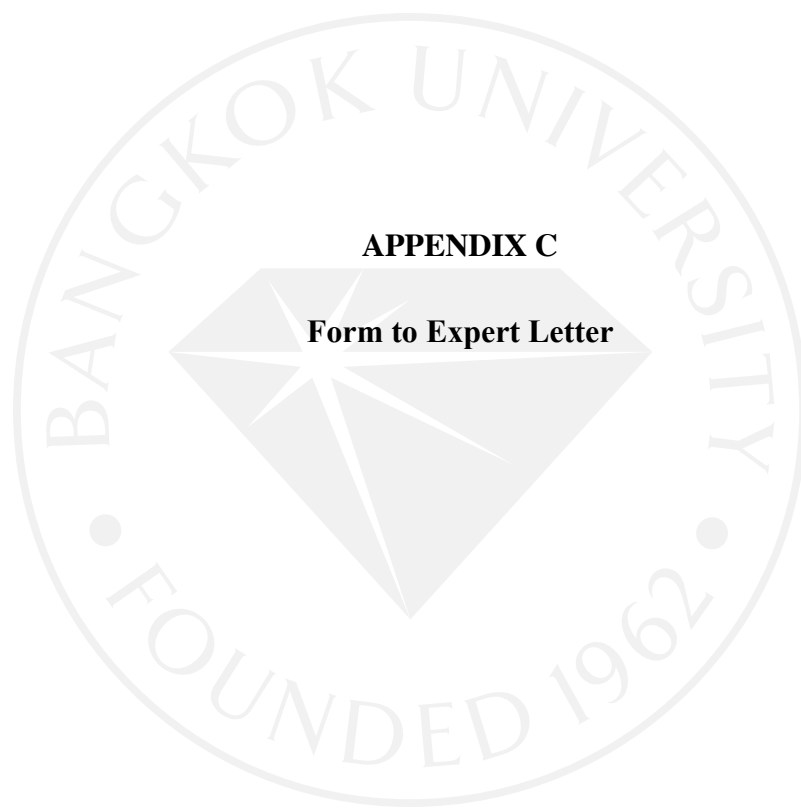


如果你认为有其它因素能影响你选择海底捞火锅,请填写在下面:

感谢你的配合
王娇

邮箱: wang.jiao@bumail.net





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 Rama 4 Road, KhlongToey
 Bangkok 10110
 Email:wang.jiao@bumail.net

April 18, 2018

Reference: Acceptance to be the Advisor in reviewing questionnaire items for the research as a part of Independent Study of M.B.A student at Bangkok University

To 周清

Shop manager
 Haidilao Hot Pot Co., Ltd

I, WangJiao, a Master of Business Administration's student majoring in Business Administration (English Program) at Bangkok University is conducting a research as a part of Independent Study titled, Factors Positively Affecting Loyalty of Haidilao Hot Pot Restaurants' Consumers in Changzhou City in China. Due to your expertise in research, I would like to ask you to review the questionnaire items in terms of wordings and content validities by using Index of Item Objective Congruence: IOC with **+1** as **comprehensible**, **0** as **uncertain**, or **-1** as **incomprehensible** by the target group of this research. I greatly appreciated your kind assistance.

Best Regards,

Signature.....

(周清)

Expert

Signature.....

(WangJiao)

Researcher

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April18, 2018

Reference: Acceptance to be the Advisor in reviewing questionnaire items for the research as a part of Independent Study of M.B.A student at Bangkok University

To 陆凯

Assistant shop manager
 Haidilao Hot PotCo.,Ltd

I, WangJiao, a Master of Business Administration's student majoring in Business Administration (English Program) at Bangkok University is conducting a research as a part of Independent Study titled, Factors Positively Affecting Loyalty of Haidilao Hot Pot Restaurants'Consumers in Changzhou City in China. Due to your expertise in research, I would like to ask you to review the questionnaire items in terms of wordings and content validities by using Index of Item Objective Congruence: IOC with **+1** as **comprehensible**, **0** as **uncertain**, or **-1** as **incomprehensible** by the target group of this research. I greatly appreciated your kind assistance.

Best Regards,

Signature.. 

(陆凯)

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Signature... 

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March 31, 2019

Reference: Acceptance to be the Advisor in reviewing questionnaire items for the research as a part of Independent Study of M.B.A student at Bangkok University

To Dr. Penjira Kanthawongs
Advisor, Bangkok University

I, Wang Jiao, a Master of Business Administration's student majoring in Business Administration (English Program) at Bangkok University is conducting a research as a part of Independent Study titled, Factors Positively Affecting Loyalty of Haidilao Hot Pot's Consumers in Changzhou City in China. Due to your expertise in research, I would like to ask you to review the questionnaire items in terms of wordings and content validities by using Index of Item Objective Congruence: IOC with **+1** as **comprehensible**, **0** as **uncertain**, or **-1** as **incomprehensible** by the target group of this research. I greatly appreciated your kind assistance.

Best Regards,

Signature. 
(Dr. Penjira Kanthawongs)
Advisor

Signature. 
(Wang Jiao)
Researcher

<u>Factors</u>	<u>Original</u> <u>Eng. v.</u>	<u>Adjusting Eng. v.</u>	<u>Adjusted</u> <u>Chinese v.</u>	<u>I</u> <u>O</u> <u>C</u>	<u>Comments</u> <u>from the</u> <u>expert</u>	<u>Total</u> <u>points</u>
Ambient (Peng et al., 2017)	A1: Restaurant's interior design is appealing.	A1: The interior design of Haidilao hot pot restaurants are appealing.	A1: 海 底 捞的室内 设计是吸 引人的。			
(Sukhu et al., 2017)	A2: The place was very clean with no unpleasant smells.	A2: The area of Haidilao hot pot restaurants are clean with no unpleasant smells.	A2: 海 底 捞的就餐 区是干净 的，没有 不好闻的 气味。			
	A3: The dining room had good level of comfort.	A3: The area of Haidilao hot pot restaurants have good level of comfort.	A3: 海 底 捞的就餐 区有良好的 舒适度。			
	A4: The environment of the dining room was appealing.	A4: The environment of area at Haidilao hot pot restaurants are appealing.	A4: 海 底 捞的就餐 区的环境 是吸引人的。			
Food quality (Reza et al., 2017)	FQ1: The restaurant offers a variety of menu items.	FQ1: Haidilao hot pot restaurants offer a variety of menu items.	FQ1: 海 底 捞的菜品 丰富。			
	FQ2: The restaurant offers fresh food.	FQ2: Haidilao hot pot restaurants offer fresh food.	FQ2: 海 底 捞的食材 新鲜。			

<u>Factors</u>	<u>Original</u> <u>Eng. v.</u>	<u>Adjusting Eng. v.</u>	<u>Adjusted</u> <u>Chinese v.</u>	<u>I</u> <u>O</u> <u>C</u>	<u>Comments</u> <u>from the</u> <u>expert</u>	<u>Total</u> <u>points</u>
	FQ3:The restaurant serves tasty food.	FQ3: Haidilao hot pot restaurants offer tasty food.	FQ3:海底捞的食物味道是美味的。			
(Sukhu et al., 2017)	FQ4: The overall quality of the food was good.	FQ4: The overall quality of Haidilao hot pot restaurants are good.	FQ4: 总体来看海底捞的食物质量是好的。			
Aesthetic requirement (Tsaur, Luoh, & Syue, 2015)	AR1: The restaurant regulates employee's uniforms.	AR1: Haidilao hot pot restaurants regulate employee's uniforms to wear.	AR1:海底捞规范员工的着装。			
	AR2: The restaurant has requirements regarding make-up in this restaurant.	AR2: Haidilao hot pot restaurants have requirements for employees to keep their faces nice and clean.	AR2:海底捞要求员工保持妆容干净整洁。			
	AR3: The employees have had training in department in this restaurant.	AR3: The employees of Haidilao hot pot restaurants have training for their jobs' skills at the	AR3:海底捞的员工接受了工作技能的培训。			

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		restaurants.				
	AR4: The employees have had training in intonation in this restaurant.	AR4: The employees of Haidilao hot pot restaurants have training in their speaking skills in providing the services.	AR4:海底捞的员工接受了说话语调的训练。			
Service Quality (Meng & Choi, 2017)	SQ1: Employees are willing to help.	SQ1: Haidilao hot pot restaurants' employees are willing to help me.	SQ1:海底捞的员工是乐意帮助我的。			
	SQ2: The employees are passionate.	SQ2: Haidilao hot pot restaurants' employees are passionate.	SQ2:海底捞的员工是热情的。			
	SQ3: They provide relief and comfort to me when I felt bored owing to the long queue.	SQ3: Haidilao hot pot restaurants' employees provide relief and comfort to me when I felt bored waiting for a long queue.	SQ3:当我因为长时间的排队而感到无聊时,海底捞的员工会安抚我。			

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	SQ4: Employees give customers personal attention.	SQ4: Haidilao hot pot restaurants' employees give me personal attention.	SQ4: 海底捞的员工注意并给我个人的服务。			
Perceived Value (Reza et al., 2017)	PV1: This restaurant offered good value for money.	PV1: Haidilao hot pot restaurants offer good value for money.	PV1: 海底捞的性价比是高的。			
	PV2: I would think that the prices that I pay for the services of this restaurant are worthwhile.	PV2: I would think that the prices that I pay for the services of Haodilao hot pot restaurants are worthwhile.	PV2: 我想我愿意为海底捞的服务买单。			
	PV3: I would rate my overall experience at this restaurant 'extremely good value'.	PV3: I would rate my overall experience at Haidilao Hot Pot restaurants as 'extremely good value'.	PV3: 我认为我在海底捞的整体就餐体验非常好的。			

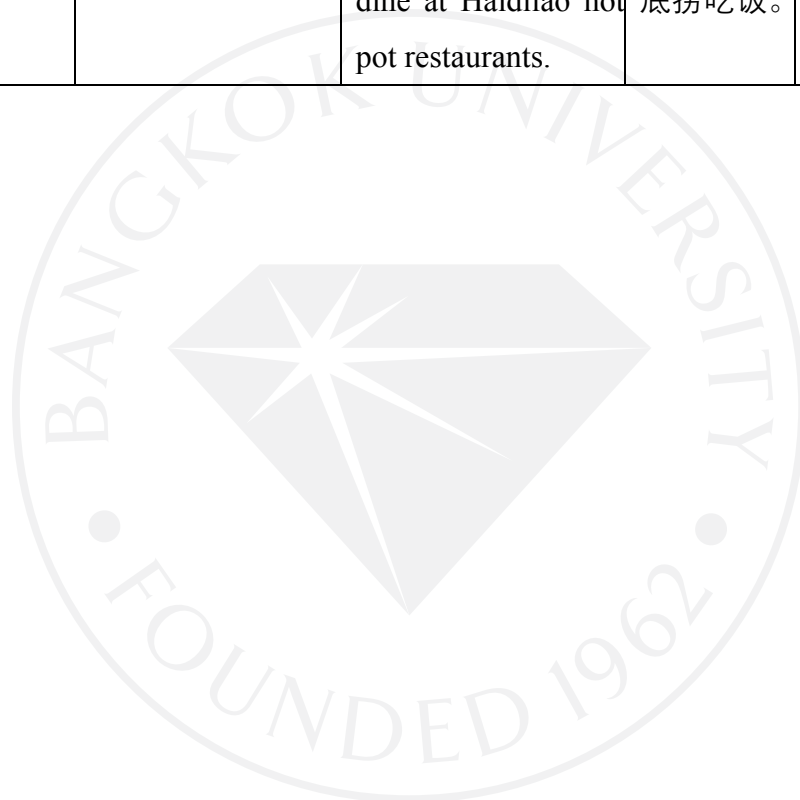
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(Sukhu et al., 2017)	PV4: The restaurant served appropriate portion size according to the industry standards.	PV4: Haidilao hot pot restaurants serve appropriate portion size according to the industry standards.	PV4: 海底捞根据行业标准提供适当份量的食材。			
Satisfaction (Reza et al., 2017)	S1: I am satisfied with the service at this restaurant.	S1: I am satisfied with the services at Haidilao hot pot restaurants.	S1: 我对海底捞的服务是满意的。			
(Reza et al., 2017)	S2: Overall, I am satisfied with my experience at this restaurant.	S2: Overall, I am satisfied with my experience at Haidilao hot pot restaurants.	S2: 总体来说, 我在海底捞的用餐体验是满意的。			
	S3: As a whole, I have really enjoyed myself while engaging in this restaurant.	S3: As a whole, I have really enjoyed myself while eating at Haidilao hot pot restaurants.	SM3: 整体来说, 我在海底捞就餐时很开心。			

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	S4: My decision to go this restaurant is a wise one.	S4: My decision to go Haidilao Hot Pot restaurants is a wise one.	S4:我选择去海底捞就餐是明智的决定。			
Engagement (Hyun & Perdue, 2017)	E1: I was satisfied with my first visit to the hotel brand.	E1: I was satisfied with my first visit to Haidilao hot pot restaurant.	E1:我对第一次去海底捞是满意的。			
	E2: My first interaction with an employee of the hotel brand was pleasant.	E2: My first interaction with employees of the Haidilao hot pot restaurant was pleasant.	E2:我和海底捞火锅员工的第一次互动很愉快。			
	E3: My first impression was that the staff at the hotel brand was friendly.	E3: My first impression was that the staff at Haidilao hot pot restaurant was friendly.	E3:我的第一印象是海底捞的工作人员很友好。			

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	E4: My first impression was that the hotel brand was appealing.	E4: My first impression was that Haidilao hot pot restaurant was appealing.	E4:我的第一印象是海底捞很吸引人。			
Commitment (Hyun & Perdue, 2017)	C1: I visit the hotel brand more frequently than other hotels.	C1: I visit Haidilao hot pot restaurants more frequently than other hot pot restaurants.	C1:我去海底捞比其他火锅店更频繁。			
	C2: I spend more money in the hotel brand than in other hotels.	C2: I spend more money in Haidilao hot pot restaurants than in other hot pot restaurants.	C2:我花在海底捞上的钱比在其他火锅店要多。			
	C3: When I travel, the hotel brand is my first choice.	C3: When I want to eat hot pot, Haidilao hot pot restaurant is my first choice.	C3:但我想吃火锅的时候,海底捞是我的第一选择。			

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(Reza et al., 2017)	C4: I am very committed to the restaurant.	C4: I am very committed to Haidilao hot pot restaurants.	C4:我很喜欢海底捞火锅。			
Loyalty (Hanks & Line, 2018)	L1: Return to X.	L1: When I want to eat hot pot next time, I would like to return to Haidilao hot pot restaurants.	L1:我想再去海底捞当我下次想吃火锅时。			
	L2: Say positive things about X to other people.	L2: I would say positive things about Haidilao hot pot restaurants to other people.	L2:我想对其他人说海底捞好的方面。			
	L3: Recommend X to someone who seeks your advice.	L3: I would like to recommend Haidilao hot pot restaurants to someone who seeks my advice.	L3:我想把海底捞推荐给向我寻求意见的人。			

<u>Factors</u>	<u>Original</u> <u>Eng. v.</u>	<u>Adjusting Eng. v.</u>	<u>Adjusted</u> <u>Chinese v.</u>	<u>I</u> <u>O</u> <u>C</u>	<u>Comments</u> <u>from the</u> <u>expert</u>	<u>Total</u> <u>points</u>
	L4: Encourage friends and relatives to dine at X.	L4: I would like to encourage friends and relatives to dine at Haidilao hot pot restaurants.	L4:我想鼓励朋友和亲戚在海底捞吃饭。			



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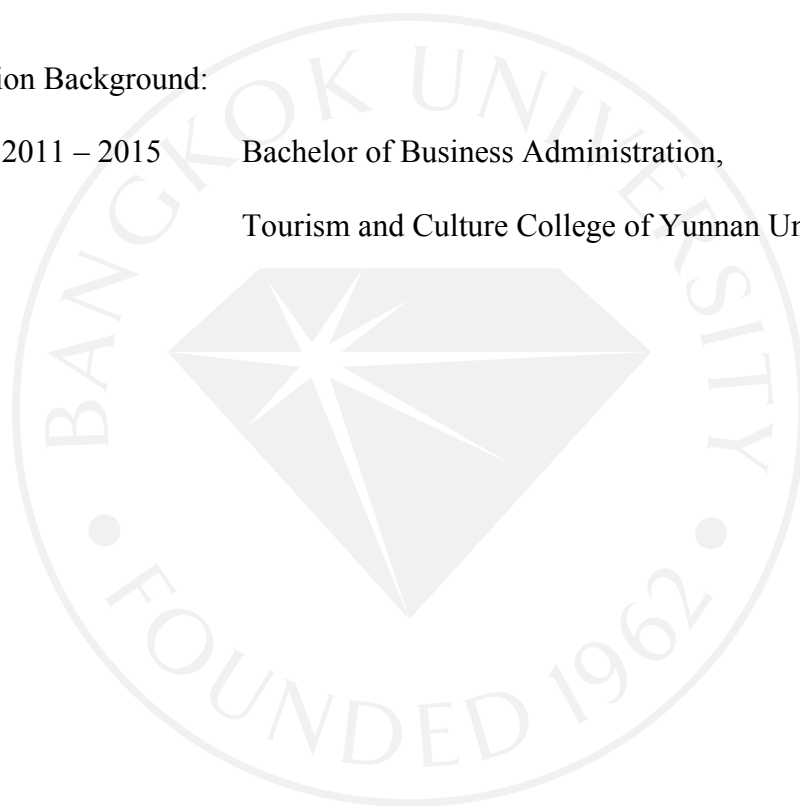
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