

**MODEL OF CUSTOMER EXPERIENCE MANAGEMENT IN
THAI FULL-SERVICE RESTAURANT**



Kritta-orn Chewwasung

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism Management)
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THAI FULL-SERVICE RESTAURANT**

Kritta-orn Chewwasung
The Graduate School of Tourism Management

..... Major Advisor
(Assistant Professor Paithoon Monpanthong, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Integrated Tourism Management).

..... Committee Chairperson
(Assistant Professor Pimmada Wichasin, Ph.D.)

..... Committee
(Associate Professor Kanokkarn Kaewnuch, Ph.D.)

..... Committee
(Professor Therdchai Choibamroong, Ph.D.)

..... Committee
(Assistant Professor Paithoon Monpanthong, Ph.D.)

..... Committee
(Assistant Professor Sangkae Punyasiri, D.B.A.)

..... Dean
(Assistant Professor Paithoon Monpanthong, Ph.D.)

_____/_____/_____

ABSTRACT

Title of Dissertation	MODEL OF CUSTOMER EXPERIENCE MANAGEMENT IN THAI FULL-SERVICE RESTAURANT
Author	Kritta-orn Chewwasung
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This study aimed to propose the customer experience management model at Thai full-service restaurants as the customer experience management is the crucial factor for successful the restaurant business in the present. Before revealing the customer experience management model's ultimate result, it is mandatory to expose the study based on three objectives: 1) to identify the international tourist's tourist behavior in Thai full-service restaurants. 2) to evaluate customer experience management's efficiency along the customer journey at a Thai full-services restaurant. 3) to examine the influence of overall customer experience management on customer satisfaction.

A mixed methodology of qualitative and quantitative analysis was employed to gather and analyze the data based on research objectives. Four hundred international tourists provided information about their tourist behavior and evaluated customer experience management efficiency in Thai full-service restaurants. Moreover, the researcher also conducted a semi-structured interview with 30 international tourists and ten restauranters to investigate the efficiency of managing customer experience management in a Thai full-service restaurant. Additionally, international tourists were collected data about consumption emotion and customer satisfaction as the dependent variable. The descriptive statistic, inferential statistic, structure equation model, content analysis was employed to analyze the data.

The study results revealed that international tourists mostly visit Thai full-service restaurants in the group of 3-5 or couple. Most of them were either family or friends. They preferred to order in the set menu and single dish and were motivated to visit Thai full-service restaurants since they wanted to experience Thai food and were influenced by their taste and cleanliness. At the same time, tourists evaluated all the customer

experience touchpoints at the efficiency level, especially when the customer enjoyed the food and beverage, which was the stage with the highest level of importance and efficiency. Nevertheless, further gap analysis among all touchpoints' important and efficiency levels showed that six paired important level higher than the efficiency level which was the availability of restaurant location on online navigation program, cleanliness of dining area, communication skills of service staff, the taste of food and beverage, the freshness of food and beverage, cleanliness of food and beverage and the authenticity of food and beverage. Lastly, the result presented that the overall customer experience did not significantly influence customer satisfaction but showed the indirect influence through customers' consumption emotion. The qualitative approach also revealed a similar result, suggesting that the restaurant emphasizes food quality, ingredient, and taste, to create a good experience at the Thai full-service restaurant.

Therefore, the customer experience management model of Thai full-service restaurants proposed along 6 stages of the customer journey. 1. Pre-arriving stage should start from the pre-arrival stage regarding information management efficiency. The customer can reach the restaurant without loss. The information should be sufficient for the customer to make the decision. 2. Arriving stage, restauranteur should set a nice exterior to welcome the guest, availability of host staff can make the customer feel welcome. 3. Entering the dining area stage, the restauranteur should focus on the dining area's cleanliness and delivery of Thainess through decoration. 4. Menu presenting and meal ordering stage, the restauranteur should focus more on the service staff's communication skills, knowledge, and professionalism, which was the primary determinant of the customer experience. The restaurateur should train service staff both in menu knowledge and communication skills. 5. Customer enjoying the food and beverage should offer quality ingredients, the standard operating procedure, cleanliness of food, and the authenticity of food taste but should allow flexibility. 6. Billing and customer leaving, the bill's correction is the most important and convenient payment through different methods. Lastly, some traditional candy or snacks can create a pleasant feeling before customers leave.

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CHAPTER 1

INTRODUCTION

1.1 Problem Identification and Rationale of the Study

The tourism industry has continued to grow and play an integral part in Thailand's economy. The direct contribution of Travel & Tourism to GDP in 2017-2019 was 2,779.98 billion, 2911.7 billion and 2976.4 billion. This income has been generated from many interrelated industries that supported the tourism industry, such as hotels, travel agents, and airlines, restaurants, and leisure industries. Each tourist has recorded spending around 4,924.11 Baht per person per day and spends approximately 1/3 of the total spending on food and beverage (Department of Tourism, 2017). Therefore, these related industries can denote a very significant part of traveling spending, which is very important to the tourism industry. Beside bringing income and generating lot of job to the economy, food consumption also a critical part of experiencing the local identity and learning the culture of the destination. Especially the restaurant industry, which not only brings a lot of money and job creation to the economy but also lets the tourists experience the local identity as cultural activities and entertainment (Cohen, Prayag, & Moital, 2014). Food experience has become the important aspect of tourist experience at the destination (Henderson, 2009; Lee, Scott, & Packer, 2014) since tourists can have pleasurable sensory experience and sensual experience (Kivela & Crofts, 2006). Studies revealed that food had become an essential aspect of tourist experience at the destination (Henderson, 2009; Lee et al., 2014) Food experience can enhance the pleasure and ability to attract tourists to the destination (Hall, Sharples, Mitchell, Macionis, & Cambourne, 2004). Research of Cohen and Avieli (2004); Ryu and Han (2010) have mentioned that food at the destination is the primary determinant of destination choice and influence factor of revisiting the destination.

As tourist behavior patterns, while tourists are traveling, tourists tend to search for a place that can bring them excitement, fulfillment, remembered experience, and satisfaction (Cohen, Prayag & Moital, 2014). Tourists also seek more on an unusual and authentic experience. They are deepening experiential value and more intense experiences (Yuksel & Yuksel 2001). They are looking for “activities, culture and ecology” (ACE) of tourism products (Kachniewska, 2014) as well as Quan and Wang (2004) also suggested that people did not want to buy just the products or the service, but rather the stories and the experience behind the product. It is highlighted that the tourist likes to experience something different from their daily life. The tourist experience is understood as the peak experience that are regarded as the extension of the daily experiences to the tourist journey (Uriely, 2005). Regarding to the concept of marketing 3.0, which boosts the market concept to emphasize human aspiration, value, and spirit (Gustavo, 2013). Tourists are not just the receiver of the information and use the same product or service, but tourists are the center of communication and experience. Tourists have individual minds and spirits. “4e”, emotional, exclusivity, engagement, and experience are adopted to marketing activities. Therefore, the idea of Customer Relationship Management (CRM), Customer Experience Management (CEM) or the Corporate Social Responsibility (CSR) are used as the marketing tool to bring value to the tourists (Kotler, Kartajaya, & Setiawan, 2010). Good customer experiences are the critical factors that influence a delightful overall experience and impression of the customer (Gentile, Spiller, & Noci, 2007) and become the new source of the company’s competitive advantage (Carù & Cova, 2003). The memorable customer experience also influences the company's success with positive behavioral intention such as repeated purchases or positive word of mouth (Berry & Carbone, 2007).

When focusing on the pattern of experience closely, the “Experience” has defined as customers’ internal and subjective response to individuals’ consumption context when they contact the company, which comprises cognitive, feeling, affective physical and social response (Meyer & Schwager, 2007b; Verhoef et al., 2009). Concept of customer experience as a multi-dimensional structure composed of human or physical components which are generated from a series of interaction between customer and company both of direct and indirect contact (Garg, Rahman, & Kumar,

2011; Grønholdt, Martensen, Jørgensen, & Jensen, 2015; Schmitt, 2010) from the beginning till after interaction of the customer with the company which leads to the reaction of each customer according to the involvement of customer at a different level. Researchers refer to these situations, events, or activities as “touchpoints” (Meyer & Schwager, 2007b; Schmitt, 2010; Verhoef et al., 2009). As the company does not create the experience directly but company perform as the provider role in setting the special stages for a customer to experience through different stimuli according to the other kind of contact, which will affect to customer’s emotion, absorption and control (Andersson & Mossberg, 2004; Yuan & Wu, 2008). By providing effective stimuli, the company can create value for both company and the customer (Carù & Cova, 2003; Schmitt, 2010; Shaw & Ivens). Many Research now are focusing on customer experience management as the primary and contemporary study of the marketing literature (Jaakkola et al., 2015). As well as many businesses have recognized the need to put effort into customer experience strategy to remain competitive in rapid change business environment and placing the customer experience as the core of product and service offering (Grønholdt et al., 2015; Meyer & Schwager, 2007b; Ostrom et al., 2010; Palmer, 2010; Verhoef et al., 2009; Zomerdijsk & Voss, 2010). However, customer experience management still required to be explored on how the customer experience is formed in different business (Lipkin, 2016; Pareigis, Edvardsson, & Enquist, 2011).

Especially restaurant business that bring lot of benefit to Thailand Tourism industry both of economic and cultural sector. The adequate characteristic of the Thai food and Thai hospitality service can impress tourists and attract tourists to visit Thailand. (Cohen & Avieli, 2004). Hence, as the number of international and domestic tourists has increased recently (Department of Tourism, 2015), Thailand’s restaurant sector shows the positive sign of growing continuously. Department of Business Development (2015) reported that in 2014 there are 61,760 restaurants registered with the Ministry of Commerce and continue to increase to 10,506 registered restaurants in 2015, which represent the growth rate of 17%. There are many choices of restaurants available to tourists, especially in the tourism city. Tourists can find restaurants ranging from a street vendor to full-service restaurants, fast food restaurants, local cuisine, or international one.

Table 1.1 Thailand Food Services Market Size by Type and by Value in US\$ Million

Categories	2009	2010	2011	2012
Street stalls /Kiosks	7632	7617.7	7039.9	6941.7
Café/ Bars	5854.7	6091.7	6308.1	6555.1
Full-Service Restaurants	4844.7	4783.2	4685.3	4831.6
Fast food	1743.8	2011.9	2304.7	2536.6
Home delivery / Take away	646.4	663.0	683.3	714.6
Pizza Consumers Foodservices	276.8	273.3	274.4	296.8
Self-Service Cafeteria	355.4	333.3	303.4	295.8
Consumer Foodservice by Type	21077.0	2154.9	21323.7	21875.4

Source: Euromonitor International, 2014.

According to the Thailand Foodservice profile in 2014 in MARKET ACCESS SECRETARIAT, Global Analysis Report in Table 1.1 (Foodservice Profile in Thailand, 2014) which mention that in 2012 there are 6,941.7 Billion USD of the street stall with the -0.8 growth rate and 4,831.6 Billion USD of full-service restaurants with the growth rate of 1.1% following with the fastest growing of restaurant sector in Thailand is the fast-food restaurant which represented 2,536.6 Billion USD with the growth rate of 13.3%. These numbers are denoted that the restaurant industry has a very strong rivalry. With the small initial investment, there are many of new restaurants registered every day. With the low growth rate like full-service restaurants were also represented that the business might be full and saluted. Each of restaurant is competing in this cut tough business, good test of food, brand name or good service quality may not be enough for the success. It required to understand and identify the competitive advantage of the restaurant together with creating the impression to tourist which is lead to the repeat visit, positive word of mouth and more revenue to restaurant as well as the good image of the destination (Sparks, Wildman, & Bowen, 2001). Nemeschansky and von der Heidt (2013) have studied that Tourists have not received just the food that helps them satisfy their hunger. The restaurant's total customer value, besides emphasized the food quality

and quantity, also focuses on the culinary finesse, service, and restaurant atmosphere. Meal at the destination allowed tourists to engage with many components that the restaurant has constructed, core products such as food and beverage that augmented the service process's physical environment and circumstance (Mak, Lumbers, Eves, & Chang, 2012). Tourist experience involved with the local food can be essential factors related to tourist satisfaction with the destination. It enhances the destination image and influences the tourist's future behavior through service quality and tourist satisfaction (Babolian Hendijani, Sambasivan, Ng, & Boo, 2013; Sparks, Bowen, & Klag, 2003). The study of Sparks et al. (2003) also stated that a restaurant is an essential factor in creating the intention to return to the destination since the dining out experience contributes to tourist's enjoyment or satisfaction with a goal and intent return. The restaurant is perceived to influence the overall satisfaction of the destination and make tourist destination more attractive as well as influence on selecting the destination for tourist holiday choice (Sparks et al., 2003)

Therefore, this study aims to examine the antecedents of the customer experience to identify the components of customer experience in the restaurant and purpose the model of customer experience management especially in a way to identify the process of managing the experience to gain the impression of customer mostly tourists which will lead to a return of tourist and the excellent reputation of the restaurant and the destination this study is emphasized on researching the experience in overall restaurant service in the local restaurant as the following objective.

1.2 Objective of the Study

- 1) To identify the tourist behavior in Thai full-service restaurant
- 2) To evaluate the efficiency of customer's experience through customer journey in Thai full-service restaurant
- 3) To examine the influence of the customer experience on customer Satisfaction
- 4) To develop the model of customer experience management in Thai full service restaurants

1.3 Research Question

- 1) What is international tourist behavior in consuming foodservice while they are traveling in Thailand?
- 2) What is the customer experience touchpoint along the customer journey at a Thai full-service restaurant?
- 3) How important of each customer experience tourist touchpoint to the tourist?
- 4) How efficiently of Thai full-service restaurants can manage the customer experience?
- 5) How the customer experience influences the satisfaction of international tourists?
- 6) What should be the model customer experience management in a Thai full-service Restaurant?

1.4 Expected Result

- 1) To identify the tourist behavior in foodservice consumption while they are traveling in Thailand
- 2) To evaluate the efficiency of customer experience touchpoint along the customer journey in Thai full-service restaurant
- 3) To recognize the efficiency of those restaurateurs in managing the customer experience in Thai full-service restaurant
- 4) To reveal the influence of customer experience on customer satisfaction
- 5) To provide the model of customer experience management in Thai full-service restaurant

1.5 Benefit of Study

- 1) The restaurateur realizes the importance of customer experience management in the restaurant.
- 2) The restaurateurs understand and able to manage the customer experience in Thai full-service restaurants.
- 3) The government agent can share the customer experience management model in Thai full-service restaurant to the restaurateurs to develop a competitive advantage.
- 4) Government authorities, restaurant business, and related business, a scholar can apply the study result to be the guideline as further study or adjust this concept to different restaurant settings or different contexts.

1.6 Scope of the Study

- 1) The content scope: the researcher studies the detail having a comprehensive range of aspects as follows:
 - (1) Context of Thai full-service restaurant: Service pattern along the customer journey, customer experience touchpoints orchestrate to create the overall customer experience
 - (2) The efficiency of restaurant operation: a study about customer perception toward customer experience touchpoint's efficiency level influences the overall customer experience, leading to customer satisfaction and customer consumption emotion.
 - (3) Tourist behavior: Study the foodservice consumption pattern in Thai full-service restaurants, motivation, and determining factor.
 - (4) Consumption motion study about the internal affective response when people consume the company's product or service which will lead to customer satisfaction
 - (5) Customer satisfaction: Study about the measurement of the human feeling, the overall evolution toward product or service they consume

2) Population scope: The population in this study is divided into two groups. The first group is international tourists traveling in Bangkok and ever visiting the Thai Full-service restaurant (According to the provided list) to collect the data. This group is used as the source of examining the tourist behavior of foodservice consumption, the efficiency of customer experience touchpoint and customer consumption emotion, and customer satisfaction. The second group is the restaurateur or the restaurant manager, the primary source of restaurant operational performance.

3) Time Scope: This research was conducting the data collection two years

4) Research venue: This research aims to study the customer experience management in the Thai full-service restaurant. Additionally, a sample is focused on being only the international tourist. Therefore the area of study is defined to be the area around the known tourist destinations and restaurants established in Bangkok, Thailand

1.7 Definition

Thai full-service restaurant: the restaurant provides Thai style of food and beverage at the full-service level with some decoration that reminding of Thai style.

Customer: An international tourist who is traveling in Bangkok, Thailand and ever go to visit Thai full-service restaurant

Customer Experience touchpoint: the interaction points that present or may be absent during the product and service consumption along the customer journey which can be touch to all five senses: Taste, Touch, Hear, Smell, and Feel

Customer Experience Management: Process of strategical design of the customer experience touchpoints and manage customer's experience through the interaction between customer and company's products and services

Efficiency: How well the restaurateurs can offer the experience components Customer experience touchpoint to meet customer satisfaction—customer interaction with the restaurant's physical environment, product, people, or service.

Customer consumption Emotion: The emotion that customers have after interacted with all the arranged customer experience touchpoints along the customer journey

Model of Customer Experience Management: the pattern of managing the customer experience created through the interaction with the customer experience touchpoints during the time that customer interacts with the Thai full-service restaurant only.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In studying the customer experience management model in Thai full-service restaurants, several concepts, theories, and research were reviewed. First, the concept of customer experience is explained to understand the important and how the experience can be designed to create customer satisfaction, leading to positive behavioral intentions such as positive word of mouth and purchasing intention. Moreover, this section also focuses on the restaurant operation, which will describe the classification of the restaurant, foodservice process of the full-service restaurant; therefore, the holistic view of the restaurant experience can be clearly explained. Lastly, in the restaurant section, the meal experience components are identified to analyze customer experience components.

Next, the restaurant's effectiveness in managing meal experience is discussed to investigate customer perception in each experience component compared to each experience component's important level. The topic of the literature review is present as follows.

2.2 Concept of Customer experience

2.2.1 Nature of experience

2.2.2 The customer experience management in the tourism context

2.2.3 Measuring the customer experience

2.2.4 Customer experience and service design

2.3 Restaurant

2.3.2 Classification of restaurant

2.3.3 Restaurant operation process at the full-service restaurant

2.3.4 Restaurant business in Thailand

2.3.5 Experience attribute in the full-service restaurant

- 2.4 Customer Journey
- 2.5 Customer satisfaction
- 2.6 Consumption Emotion

2.2 Customer Experience Management

2.2.1 Nature of Customer Experience

Experience has been defined as the internal and subjective response of customers on the consumption context of an individual when they contact with the company, which comprise of cognitive, feeling, the affective physical and social response of the customer (Meyer & Schwager, 2007b; Verhoef et al., 2009). Concept of customer experience as a multidimensional structure composed of human or physical components generated from a series of interactions between customer and company direct and indirect contact (Garg et al., 2011; Grønholdt et al., 2015; Schmitt, 2010). The direct contact may include the course of action that the customer opened, such as purchase, use and service. In contrast, indirect contact is involved all the unintentional interaction with the company such as the review, personal recommendation, news (Kim, Cha, Knutson, & Beck, 2011). During customer undergoing, encountering, interacting, or living through the situations since the first till after interaction of the customer with the company, which leads to each customer's reaction according to customer involvement at different levels. Researchers called these situations, event, or activities the touchpoint (Meyer & Schwager, 2007b; Schmitt, 2010; Verhoef et al., 2009)

Additionally, customer experience referred to the total outcome of a customer's involvement with a mix of environment, goods, and service (Jeong & Jang, 2011). The experience involves more than one component, but it combines many components to create a "Holistic" experience (Schmitt, 2010; Verhoef et al., 2009).

In general nature of experience as Schmitt (2010) also explained that the experience is the personal event that occurred and react toward the engaged stimulates. The experience involves a person at various levels, both psychological and physiological, depend on many reasons such as individual preference, goal, time-

consuming, subjective judgment, and experience (Jeong & Jang, 2011). Each customer may distinguish from the other (Gentile et al., 2007). The experience of each customer is unique and may vary from individual. The experience might be good, bad, or indifferent (Berry & Carbone, 2007). It does not mean that every event or participation is an experience. Mossberg (2007) mentioned that the positive experience might include 1) active dynamic process 2) strong social dimension 3) integration of the component of sense and joyful 4) involvement and personal control 5) the process depends on the context and uncertainty associated with something new 6) interwoven of satisfaction. Like Johansson and Naslund (2009) mentioned, the meaningful experience comes from the sensing that impress the participant. These impressing acts as the principle of emotional response toward consumption, which will lead to a meaningful experience endeavor.

Yuan and Wu (2008) have revealed that as the company does not create the experience, the company has performed as the provider role in setting the special stages for customer to experience different stimuli according to the different type of contact, including environment good and service purchased. Parallel to the experience model of Andersson and Mossberg (2004) that explained the experience consumption as the process that customer, other customers, staff are together under the same environment which will affect to customer's emotion, absorption and control

During the experience process, the customer perceives these stimuli and develops the perception and reacts to them. Therefore the result of the stimuli arrangement at the service setting can be presented as the customer's perception toward the company. According to the study of Consumption System Theory (CST) by Mittal, Kumar, and Tsiros (1999) revealed that consumption incurs as the system that accumulates many product and service attributes that consume as a series of episodes starting from pre-purchase, consumption, and post-purchase that reflect thought, decision, behavior regarding consumption.

Additionally, Gentile et al. (2007) stated that, based on the existing literature of customer experience, there are six dimensions of customer experience representing the role of different experiential features. These features can help the company designing a good experience that can enhance perceived value and loyalty.

1) Sensorial Component: a component that company to provide good sensorial experience: hearing, sight, touch, taste and smell which stimulate aesthetical pleasure, excitement, satisfaction, sense of beauty. The experimental marketing study of many well-known brands such as iPod, Nike, McDonald, Harley-Davidson, and sensorial components are essential in creating the experience.

2) Emotional Component: this component generates the mood, feeling, and emotions, the affective system of the customer. A company can create effective relations with the customer through its branded product.

3) Cognitive Component: the component that connects with the thinking, conscious mental process. Customers may integrate with the situation, such as decision making, problem-solving, or creativity.

4) Pragmatic component: refers to the practical act of doing something. It includes usability, which is not only on the post-purchase but also throughout a product's life cycle.

5) Lifestyle component: the component comes from adopting a lifestyle and the behavior of a person. The product and its usage become a means of devotion to specific values that the company and brand impersonate and values that customers share, which formed through affirming the system of values and individual's beliefs.

6) Relational component: the relationship of the person with others, this social context, and on top of this, his ideal self. An offering can empower the relational dimension using a product that stimulates its use together with other people.

According to O'Sullivan and Spangler (1998) and Wijaya, King, Nguyen, and Morrison (2013), restaurant experience is a multi-stage process which may include 3 dining stages experience; pre-dinning, during –dining, post-dining experience stage

1) Pre-experience which refers to any connection involved the customer before the actual participation.

2) Participation refers to actual participation in the experience.

3) Post experience, which refers to the aftermath of the participation.

1) Pre-dining experience stage

At this stage, international tourist will forecast their connection with the restaurants at the destination. Customers may expect the local food in various ways

and the outcome they may receive after consuming the restaurant's product and service. From the customer expectation, the customer would determine the outcome by making the purchasing decision accordingly and also respond to the result as they have expected at the beginning (Dickson & Hall, 2006). Therefore, restaurateurs should manage the expectation of customer well since the expectation is the important factor to determine the decision making as well as the satisfaction of the customer (Fluker & Turner, 2000; Han, Hsu, & Lee, 2009)

2) During-dining experience stage

At this actual interaction stage with the restaurant, customers can have perceived the overall dining experience during consumption. This perception represents the global judgment or attitude toward the experience based on customer cognition (thought), which the customer perceives through the senses and emotions (feeling) is evoked during a customer experience. This emotion may refer to excitement, joy, surprise, or disappointment (Yuan & Wu, 2008).

3) Post –dining experience stage

The feeling of satisfaction is presented at this stage as the result of assessing the value that customer receives from experience consumption compared with the expectation earlier (Berry & Carbone, 2007). Moreover, the satisfactory experience can determine the future of behavioral intention, including the willingness to buy more or the product or give a positive recommendation to the other (Wijaya et al., 2013). Hwang and Seo (2016) supported that overall experience contributes to forming the overall satisfaction of multiple service encounters such as the restaurant service.

2.2.1.1 Important of Experience

Businesses have integrated the experience to the product and service offered to create value to the customer according to the belief that customer experience is the critical aspect that leads the company to success. The concept of customer experience has been discussed as a new chance of economy since emphasizing the function level, quality of the product, and service. Many companies in all industries have shifted their focus to creating and managing customer experience (Grønholdt et al., 2015; Meyer & Schwager, 2007b; Palmer, 2010; Sharma & Chaubey, 2014; Verhoef et al., 2009).

By providing a good experience, the company can create value for both company and the customer (Carù & Cova, 2003; Schmitt, 2010; Shaw & Ivens). Customer experience can generate the differentiation customer satisfaction, conveying customer loyalty (Donnelly, 2009; Pullman & Gross, 2004; Zomerdijk & Voss, 2010) since customer experience can influence the customer emotion and lead to customer loyalty and repeat purchase as explained in the Mehrabian-Russell environment model (Han & Jeong, 2013; Richins, 1997) Moreover, customer experience can supporting brand (Gentile et al., 2007; Verhoef et al., 2009), creating competitive advantage experience and part of the future purchase since the decision to purchase are largely based on the customer prior experience (Berry & Carbone, 2007; Grønholdt et al., 2015; Meyer & Schwager, 2007a).

2.2.1.2 Customer Experience Management Concept

Customer experience is commonly involved the customer's cognitive, affective, emotional, social and physical responses to any direct or indirect contact with the service provider, brand, or product, across multiple touchpoints during the entire customer journey (Meyer & Schwager, 2007b). The company must understand the interaction between customer and service provider throughout the journey To create a valuable and unique experience (Lemon & Verhoef, 2016). Customers engage with the company through each touchpoint, since proceeding, during and post-sales. There are several clues in each of the touchpoints (Berry & Carbone, 2007). Davis and Longoria (2003) had shared the idea of the "Brand touchpoint wheel" and categorize touchpoint in each phase as follow:

- 1) Pre-purchase touchpoint: advertising, public relation, website, coupon, deal, and promotion.
- 2) Purchase touchpoint: point of purchase display, store, shelf, salesperson, and store environment
- 3) Post-purchase touchpoint: product and package, performance, customer service, a loyalty program.

Understanding the touchpoint in each process tells a lot about the customer's experience and customer's expectation, the reason that customer wants to use the service and (Gentile et al., 2007). The customer's contact experience with each experience leads to overall customer experience as the holistic nature of experience

(Verhoef et al., 2009). Then, the company must create and manage the artifact, environment, setting and all the components offered to the customer (Carù & Cova, 2003; Schmitt, 2010). The provider needs to determine whether the experience of using the service and receiving its benefits has met customers' expectations and left them satisfied and ready to repurchase in the future (Parandker & Lokku, 2012). Therefore, strategically managing customer's experience through the company products and services or called Customer experience management (CEM), has introduced to effectively interface smoothly with the customer and create a distinct customer experience and strengthen customer value (Schmitt, 2010). Additionally, CEM is a series of interactions that could bring the customer's reaction toward the company or product (Gentile et al., 2007).

The factors that created the customer experience have come from several source in the company's control, such as the store atmosphere, price, service interface, or outside the company's control, such as other customers (Verhoef et al., 2009). These factors have been the challenge to develop the customer experience. The incorporated variety of the stimuli can create value for the customers. The stimulus generally is interactive, combined sequences to create the customer experience (Palmer, 2010). Wall and Berry (2007) explained that the company needed to focus on the experience clues that customers choose and evaluate their experience from the beginning until the end, which may refer to everything that customer perceived by its presence – or absence by five senses. Taste, smell, sound, sight, and touch it. The company integrated a series of experience clues to meet the preference and expectations of the customer. Three Types of Clues can be described into three main categories (Berry & Carbone, 2007) :

- 1) Functional clues concern with the technical quality of the offering. Functional clues are the “what” of the service experience or the core solution for a customer; it reveals the service's reliability and competence, such as the accuracy of the information that staff can provide to the customer. These functional clues influence the customer's cognitive of the service quality

- 2) Mechanic clues included sights, smells, sounds, tastes, and textures of service. The mechanic clues concern the sensory presentation of the service: this clue influence first impression, expectation, and service perception.

3) Humanic clues come from service providers' behavior and appearance – choice of words, tone of voice, and level of enthusiasm, body language, neatness, and appropriate dress. Service employees can create interaction and form an emotional connection with the customer, which led to customer expectations. These bonds will strengthen trust and loyalty.

While the performance of functional clue affects the calculative side of service quality, the emotional side of service experience is influenced by the mechanic and humanistic clue, which may refer to all the service provider's performance and environment around the service area. These three service experience clues perform different roles in influencing customer perception, but they cannot separate into a part. The holistic experience will happen when all experience clues are orchestrated together. After experiencing the product or service, customers perceived how they received the experience and continuously evaluated the experience they just received and its value together with the overall satisfaction or dissatisfaction. These feelings will lead to the next action's intention, such as intention to purchase, to inform others with positive or negative feedback. These outcomes will make the organization more concerned with meeting operation, strategic objectives, and financial goals.

2.2.2 The Customer Experience Management in the Tourism Context

Tourists experience many activities, products, and interact with many people during the trip (Cutler & Carmichael, 2010). Campos, Mendes, Valle, and Scott (2018) stated that tourist experience had been described as “individual’s continuous process which made up of events or activities occurring at a destination. It often involves contact with tourism-related organizations, their personnel, and their expectation for some benefit. Mossberg (2007) stated that the tourist experience created by the interaction with the environment, situation, and products set by the company to have the experience reflect individual interest. Selstad (2007) also explained that tourist experience reflected self-identification, which individuals can design to make ordinary or novelty experience. Tourist experience involves choices and expected benefits or value for participants. This value is often related to the desired lifestyle and or personal interests. The tourist experience involved all the

tourism industry components that determined the destination's individual experience, ranging from generating, staging, and consuming experience (Campos et al., 2018).

Additionally, the definition of the tourist experience, researchers have pointed out that the tourist experience's character is different from daily experience as considered from the characteristic. Therefore the consumer experience is considered relative but not totally the same as the tourist experience (Uriely, 2005). During the trip, the tourist would prefer something different from daily life (Cohen & Avieli, 2004). The tourist experience is perceived as the peak experience extended from daily experience during the trip; hence, the support experience considered similar to the daily experience such as the accommodation, restaurant, or transportation might be ignored (Quan & Wang, 2004).

The support experience can influence the dissatisfaction or ruin the total experience, which implied that the tourist experience required both peak tourist experience and supporting consumer experience to work in the integrated structure (Volo, 2013). Walls, Okumus, Wang, and Kwun (2011) also presented the composition of hospitality and tourism consumer experience framework as appeared in figure 1, which indicated that consumer experience has consisted of ordinary, extraordinary, emotive, and cognitive. These factors influence perceived physical experience elements, perceived human interaction elements, individual characteristics, and situational factors. Hence, these meaningful experiences led to the influence of consumption value, satisfaction and repeat purchase. Mossberg (2007) also confirmed that the physical environment, personnel, social interaction, and other customers and the theme and stories could present the core value of the destination, influence the tourist experience and make tourist experience more meaningful and remarkable.

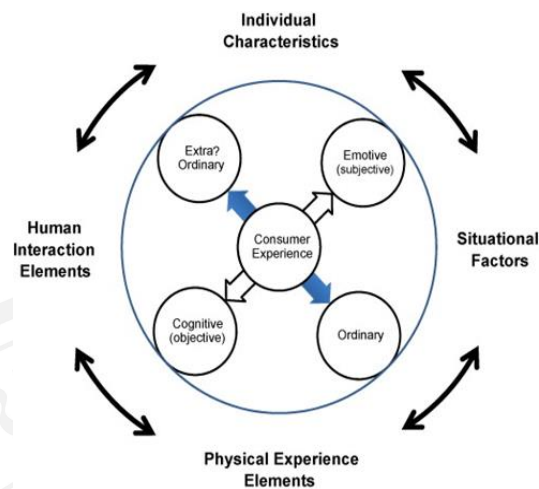


Figure 2.1 A Composition of Hospitality and Tourism Consumer Experience Framework

2.2.3 Measuring Customer Experience

The concept of customer experience has been studied in many aspects; definition, effect. Nonetheless, measuring or accessing customer experience is still a lack of study. That can identify and measure the element that generative the memorable customer experience. During the customer consumption process with the firm or the customer journey, customers are part of the process. They have perceived all the elements and holistically discloses the overall evaluation of the attributes. Therefore, assessing the customer experience may include the customer's cognitive, emotional, sensory, social, and spiritual responses to all interactions with a firm (Chang & Horng, 2010; Maklan & Klaus, 2011). Palmer (2010); Verhoef et al. (2009) also explain the customer experience as the customer perception that focuses on the customer's cognitive and emotional assessment during customer consumption.

Service quality is represented by the cognitive evaluation, while the experience's quality is emotionally evaluated (Chang & Horng, 2010). Moreover, besides the customer's perception, to assess the customer experience is also focus on the value that the customer received, emotional response, and the available delivery from the company (Maklan & Klaus, 2011). To measure customer experience, Lemon and Verhoef (2016) have suggested considering each touchpoint how these touchpoints can contribute to the customer experience at the different phases along the journey. However, measuring each experience component separately may not

generate the overall customer experience, the holistic approach is the most suitable approach for measuring the customer experience. Knutson, Beck, Kim, and Cha (2007) have shown that a holistic customer experience model is constructed along the decision-making process by four essential elements: service quality, value, satisfaction, and experience. Maklan and Klaus (2011) and Chang and Horng (2010) have disagreed that service quality is similar to customer experience quality. Their study mentions that these two assessments are different since service quality is a cognitive assessment, while customer experience quality is emotionally evaluated.

The service quality and customer satisfaction measurement should not be abandoned these measurements since it is used in constructing the customer experience as these are the parts of the consumption process.

The approaches to measure the experience, evaluate against the expectation or the disconfirmation (Ryu & Han, 2010), evaluate the consequence of consumption (Zomerdijk & Voss, 2010), catching post-consumption emotion (Han & Jeong, 2013). However, Maklan and Klaus (2011) have argued that customer experience is based on overall cognitive and emotional measurement of customer perceptual value of service attributes rather than the expectation.

The dimension of experience framework can be tested through the impact of the customer experience, Gentile et al. (2007) said it should be the multiple items thought out the consumption process used to measure again the outcomes which are customer satisfaction, word-of-mouth customer loyalty (Lemke, Clark, & Wilson, 2011; Maklan & Klaus, 2011)

2.2.4 From Customer Experience to Service Design

Service design is a multidisciplinary field that involves many aspects, such as marketing, human resources, operation, organization structure, and technology (Ostrom et al., 2010). These elements are built at the customer's appearance. The company uses the human-centered approach in designing the service (Teixeira et al., 2012). The company cannot create the experience, but the company is the designer of the experience component that aims to co-create the desired experience of the customer (Gentile et al., 2007)

As the customer experience is emphasized on the holistic view, the company composes of the service components. In the service setting, both direct and indirect contact with the company such as the physical surrounding, customer and service staff, service process to coordinate with the customer to create the customer preferred experience (Teixeira et al., 2012), which is similar to the study of Berry et al. (2002) that also reveal on designing the experience, the designer should integrate all the clues and elements that customer interacts with during the customer journey and arranged it effectively leading the direction of experience that customer should have at each of the touchpoints with the company. Zomerdijk and Voss (2010) have suggested the six components as the principle in designing the experience-centric services as follow

- 1) A series of Cues – referred to the product, service, and environment component that the company needs to orchestrate them together during the time that customer encounter with the company, may start at the pre-consumption post-consumption the actual consumption of the service delivery processes. In the case of more than one transaction of service, the company may have to consider the flow of the cue in one transaction to the next or the management of the chain of service encounter

- 2) Sensory design – mostly referred to the physical environment in the area of service delivery process perceived through five senses (sight, sound, smell, taste, touch) which influence the perception and behavior of customer such as the excellent design of the interior, furniture or lighting can lead to the excellent experience to the customer. The more that the design can be perceived through the five senses, the more emotionally involved with customer and will make customer have a remarkable experience. Moreover, the physical environment and atmosphere's design can influence the interaction between customer and service employee or customer with another customer. It might lead to specific behavior such as staying longer, order more, or leaving the place.

- 3) Engaging customer – this factor impacts the customer's emotional perception of the service quality and customer satisfaction by encountering the customer with the service employee. Employees can emotionally and personally engage with the customer during the service encounter, such as rapport and authentic understanding. Rapport is referred to as the friendliness and personal connection with

the other. Authentic understanding happens when the service provider and customer connect as the individual, not just the role they have performed.

4) Dramatic Structure – is referred to the process, sequence, and the whole series of the service that should be set in the arch format similar to the drama performance referred as service should be set as peak, climax or falling action to boost the customer experience to be more memorable. As a result, it will bring more satisfaction to the customer.

5) Fellow customer – the well-designed experience may not refer to the service provider. The other customers may take part in the same service. The most impact of the other customer is the space and waiting time that each customer is faced. These incidents may break or make a good experience since meeting with other people in the crowd can make the customer enjoy the experience. However, the crowd's unruly behavior can make the customer have an unaccepted experience.

6) Backstage – Every service performance, including the work of the Frontstage and Backstage sections. Both sides' coordination is necessary for excellent service performance; separating both sides apart may generate many problems. Therefore, to design the customer experience, backstage needs to understand what customer experience in their role or another strategy that could put the backstage to appear to the front role can boost up the connection.

2.3 Restaurant Business

2.3.1 Classification of the Restaurant

The restaurant operation refers to food and beverage services at each establishment; several restaurants serve customers in the market. Classification of the restaurant may be defined according to different categories. According to the Office of SMEs Promotion. Restaurants can be defined into three categories.

2.3.1.1 Categorized according to the business operation

There are three types of restaurant operation by the service staff

1) Full-service provides the service at every step of meal experience by the service staff trained with the standard operating procedure such as

the greeting technique, serving and other related service. Restaurant in this category may refer to

- (1) Gourmet Restaurant
- (2) Occasional Restaurant
- (3) Specialty restaurant
- (4) Family style restaurant
- (5) Member club /private club
- (6) General or coffee shop

2) SMI-service provides both service staff's full service in some part and let customers service themselves in other parts. Some of the large-scale restaurants give the buffet service for lunch to accommodate the big number of customers and serve the a la carte menu by the service staff in the other meal.

3) Self-service provides the ready to eat a meal such as fast food. Customers serve themselves by ordering at the counter and bringing to the table. An example of this restaurant type is a cafeteria, buffet, food center beverage bar, or the franchised fast food.

2.3.1.2 Categorized according to the business's objective – the business owner can earn the profit maximization or provide the welfare to a specific group of a customer such as a student, worker.

1) Commercial restaurants – provide the service and expect the profit in return from the customer, which may divide according to the location as follow

(1) Business center restaurant – the restaurant located in a high-intensity area, the potential customer are crowded, these type of restaurant located in the shopping mall such as food center, quick service restaurant,

(2) Neighborhood restaurants are located in a suitable location to attract customers, such as general restaurants, seafood restaurants, and local cuisine restaurants.

(3) Food and beverage outlet at the hotel

Coffee shop – 24 Hrs. Operation outlet service in the hotel that serves the quick meal with the modern style at the restaurant. The coffee shop typically serves the meal to house guests of the hotel.

Specialty restaurant offers the specific kind of meal-related to the cuisine of a specific country and the theme decoration to take customer away from the usual environment and perceived the getaway experience of other countries or the area such as the Italian, Japanese, or American restaurant. All the decoration, equipment and the service staff uniform may be according to the country's theme.

Grill Room/Rotisserie – this dining room provides the most luxurious food and beverage service, and the price of meals is the highest. Open-kitchen style, French or Russian service style allows the customer to be close to the operation. Service providers will be well trained in the food preparation or food serving process.

Tea Room or coffee corner –this service establishment provides service of tea and coffee with bakery items.

Supper club – providing the service for dinner together with the music and dance area. Moreover, the restaurant also provides entertainment such as a magic show, dancing, or singing performance for customers to enjoy while having a meal. The service is designed with the proper pattern; males clients are required to wear a suit and neckties.

Room service – food and beverage services provided to the customer at the hotel's guest room, suitable for guests who would like to have privacy. Typically the hotel will charge guests a higher price.

2) Institutional restaurants – provide the service as the welfare for specific customer groups to provide the convenience not the profit maximization, the success of this restaurant depends on the cost of operation. The restaurant manager has to be able to control the cost under the budget.

- (1) Restaurant for an educational institution
- (2) Restaurant in the Hospital or health care institution
- (3) Restaurant for the employee
- (4) Restaurant for personnel club

2.3.2.3 Categorized according to the type of business

1) Franchise restaurants operate the whole business model under the franchisor's concept and use the same brand as the franchisor.

2) Independent own restaurant – the individual of the company owns the restaurant under its concept.

Barrows and Powers (2009) have defined the restaurant according to the price level. The restaurant may range from the high price to the low price level as the fine dining restaurant, casual upscale dining, midscale restaurant, quick-service restaurant.

1) Fine dining is referred to the restaurant that offered the high quality of all the aspects of the operation such as the extensive menu, high quality of food and service, and the physical environment such as facility and décor. This type of restaurant is represented only 3-5 % of the restaurant in the industry. The target market of this type of restaurant is demanding the high quality of every aspect of the products and service in the restaurant and willing to pay for the highest price

2) Casual restaurant

(1) Specialty restaurants offer a specific kind of meal-related to the food specialty, such as a steak, seafood, diet, brew, or pub.

(2) Ethnic restaurants serve the meal and theme to take the customer away from the usual environment and perceive the getaway experience of other countries or areas such as the Italian, Japanese, or American restaurants. All the decoration, equipment and the service staff uniform may be according to the country's theme.

3) Midscale restaurants are a simple operating system similar to quick service restaurants by developing a specialized menu to reduce the requirement of skilled employees and increase the operation's speed. However, the customer is prepared to wait for their food a bit longer than the quick-service restaurant. The midscale restaurant can be categories to

(1) Family restaurants which offer informal, simple and inexperience style of table service restaurants

(2) Buffet style restaurant offers the food and service in the cafeteria concept that allows customers to walk around the food station and select the meal according to their own choice. Usually, the restaurant will charge an inclusive price per person.

4) Quick service restaurant

This type of restaurant mostly operates in the franchise system. The operation focuses on efficiency, makes operation more superficial, and uses self-service to reduce the use of human resources in operation and lead to a lower cost in operation. Therefore the price of a meal served will be lower compared with other operations.

Gregoire and Spears (2010) argued that a full-service restaurant provides waited table service to the customer; bills are checked after they complete the meal. Therefore, the full-service scope can cover many restaurants, such as family, casual, specialty, and fine dining. The physical environment, service staff, or the full-service restaurant atmosphere may vary according to the sub-categories. Consuming the food and beverage at the full-service restaurant, the customer is consuming the food and beverage, but the customer received the entire service experience (Yuksel & Yuksel 2001). Other components in the restaurants also influence the customer experience, which will be sufficient for the overall evaluation and lead to different behavior (Mattila & Wirtz, 2001)

This study focuses on the holistic experience of \customer at the restaurant, which may include the physical environment, performance of service staff, and the atmosphere of the restaurant; therefore, the full-service restaurants tend to be a good choice that can cover all the aspect of the total experience.

2.3.2 Restaurant Operation Process at the Full-Service Restaurant (Customer Journey)

Service quality is rooted in customer experience, which could be measured by investigating customer perception of the service performance holistically (Walter, Edvardsson, & Öström, 2010). The experience of the customer cannot just evaluate with a particular point or specific touchpoint. Therefore, to understand the customer experience, it should be investigated throughout the service processor investigate throughout the customer journey, which can be modeled as number of stages according to each service's nature (Armstrong, 1991). According to the study of (Lemmink, de Ruyter, & Wetzels, 1998), the restaurant operation process has divided into four parts:

(a) reception, (b) ordering, (c) meal and (d) check-out.

Foodservice operation may define the house and back of the house, in which both sides have to cooperate to work together to serve the customer at the restaurant. The entire process may divide into three-part; greeting, service consuming, ending

1) Reception: Once customers decide to go to the restaurant, when customers arrive at the restaurant, they might be occupied. Customers may decide to stay and join the queue outside the restaurant or leave to other restaurants. The restaurant can design an effective queue system and the reservation staff to greet the customers. Moreover, the proper waiting seat and some facilities such as magazine, Wi-Fi, and bar service may require making customers more comfortable during the waiting time and reducing the boredom which may lead to a bad meal experience.

2) Ordering: When the table is available, the customer should be escorted to the table. Waitperson will present the menu and take it to order; then the kitchen will prepare the meal as ordered. During the time that customer is waiting, a drink may serve at this moment. At this period, the customer can perceive both of the physical elements and experience the interaction among service staff or other customers. Service performance will be evaluated as well as the physical environment.

3) Meal – After the ordering process, then food is served. The highlight is the quality and food and beverage. The restaurant should focus on the value of the meal, taste, appearance, the temperature of the food, and the hygiene of the food. Additionally, the waiting time should be minimized to manage customer experience.

4) Check out – After customers finish the meal, they may require having the bill. After the payment, the customer may leave the restaurant. At this moment, the restaurant should be very careful in calculating the bill, and the whole experience may ruin because of the wrong calculation.

However, when considered the customer decision model, the restaurant operation process should be considered further, before which are the accessibility to the restaurant during the pre-arrival stage. It is referred to information about the restaurant in the blog guidebook or website, reservation channel, or navigator (Tairov, 2017).

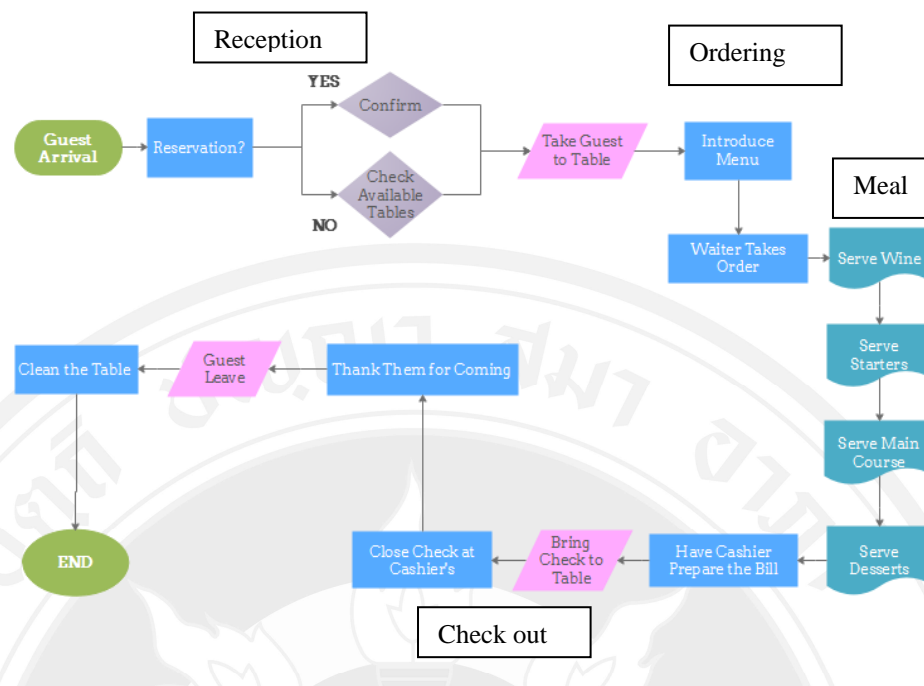


Figure 2.2 Restaurant Operation Process at the Full-Service Restaurant

2.3.3 Overview of the Restaurant Business in Thailand

The restaurant business in Thailand has shown continuous growth. In 2013 the restaurant sector showed an expansion in the revenue of 15.1 % from the previous year (Office of National Economic and Social Development Board, 2013) since the growth of urbanization and disposal income, as well as the trend of eating out of the Thai market, is showed the popular in the international cuisine in the casual dining restaurant. (USDA Foreign Agriculture Service, 2014). According to the Department of Business Development, the recorded data on 29 February 2016, there are 11,020 registered restaurants all over Thailand and presented that most of the restaurants are located in Bangkok (4,801 restaurants) and significant tourist destinations such as the south and eastern region which are 2,513 and 1,694 registered restaurants respectively.

Moreover, The Department of Business Development (2016) noticed from the record. Since 2011-2015 which found that the number of the international tourists visit Thailand compare to the number of the registered restaurant have presented the similar direction as presented in Figure 4 The generous support of the restaurant

business in Thailand is the tourism business since food consumption also the big part of tourist consumption, the increase of international tourists may lead to the increasing of the number of restaurants. Additional to tourist consumption, the restaurant business's increase may support the foodservice consumption of Thai and the export of raw material to other countries.

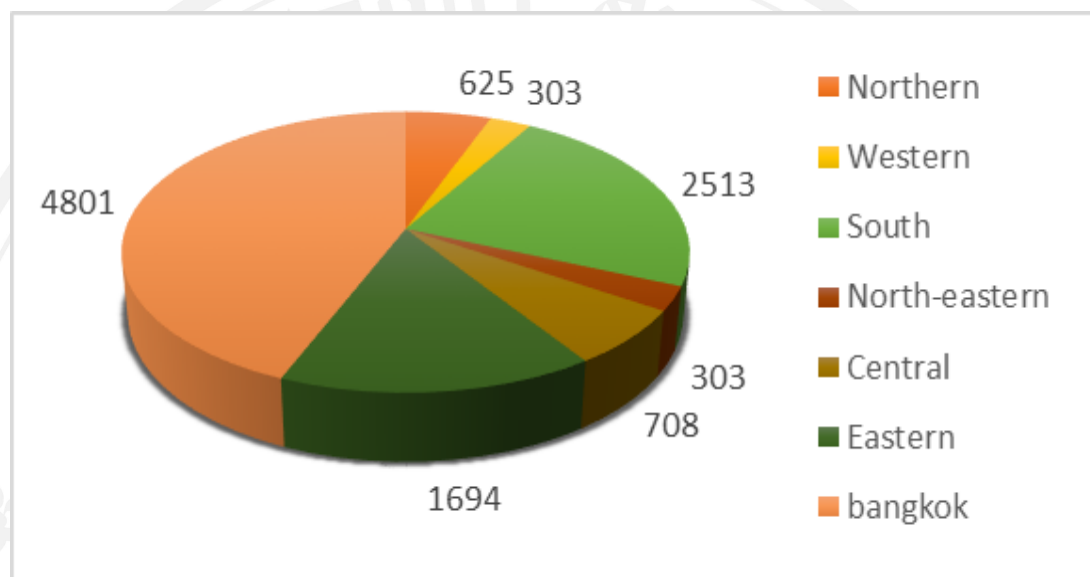


Figure 2.3 Number of Registered Restaurants in Thailand by Region (February 2016)

Source: Department of Business Development, 2016.

While the number of restaurants is increasing, business competition is also increasing along with the complex cost structure in operation. The restaurateurs have to continuously manage and develop their businesses to maintain their competitive advantage. Therefore, the management system, such as purchasing the raw material, menu planning, promotion plan, service operation, and the designed experience, is focused on food quality.

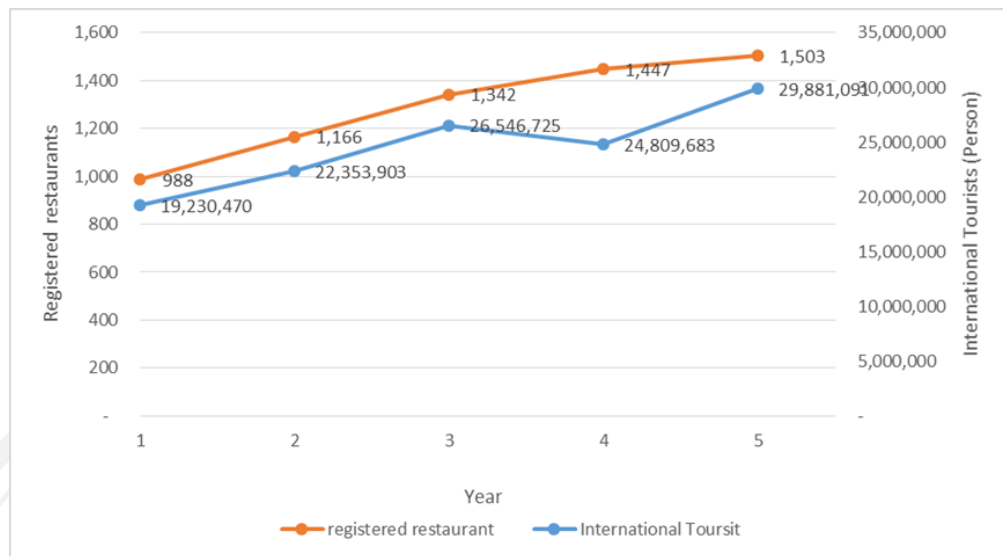


Figure 2.4 Number of Registered Restaurants in Thailand by Region (February 2016)
Source: Department of Business Development, 2014.

Among all the restaurant operations classified by the Department of Business development (2016), there are 6 different types: street stall, café, fast food, full service restaurants, 100% home delivery/ takeaway, and the self-service cafeteria. According to Market Access Secretariat, Global analysis Report have presented the situation of each restaurant type in Thailand Foodservice Profile as the following

1) Street Stall and Kiosks are mostly independent, family-owned business. This type of food service outlet has dominated the market with a large number of these outlets. There are many options available such as Thai, Chinese, Japanese, and Korean. With the large pool of independent outlets together, make this type of the foodservice outlets become the largest sector among all, with more than 90,000 outlets. The street stall has expected to have little growth of 0.1% by 2017

2) Café/bars are more than 12,700 café outlets in 2012, with the highest average sales per transaction of US\$ 21.10. Café shows the highest growth of 4%.

3) Fast Food is the mix of chain and independent players which show the highest compound annual growth rate in the number of the outlet of 4.2%. Even though this sector shows the highest growth, it also shows it at a slow rate since it is

very competitive. Most of the player emphasized on pricing strategy, which can see the most effective to Thai market.

4) Full-service restaurant presents the third largest value sales in 2012 at 4.8 Billion US\$ and shows the third in the growth rate. Most of the full-service restaurants are located in the stand-alone location but recently have presented more in the retail outlets. Full-service restaurants were expected to have 14,396 units all over the country by 2017.

5) 100% Home Delivery represents the smallest sector in Thailand's foodservice sector, which are only 3,787 outlets in 2012. From 2008-2012 100% Home Delivery is presented in the third-largest growth in transactions by foodservice type.

6) Self-service cafeteria has shown a decline in both number and revenue since 2009. The revenue continues to fall from 2008-2012, and the number shows a negative growth of -3.2% due to the change in favor of Thai consumers.

2.3.4 The Restaurant Experience Attribute

At the restaurant, there are subjectively experienced processes where production and consumption activities take place simultaneously (Walter et al., 2010). The restaurant's customer experience generates from the integration of customers through that restaurant's components from the pre-consumption, consumption, and post-consumption stage (Jeong & Jang, 2011). Thus, to maintain an excellent restaurant experience, the restaurateur needs to design the appropriate components and place them in the right procedure according to the restaurant's theme to create a good experience. Researchers have disclosed three common aspects of measuring restaurant experience: food quality, service quality, and atmosphere (Ha & Jang, 2012; Namkung & Jang, 2007). This good experience can create more value for the customer and help the restaurant become more advantageous than the competitor, who is very important in a highly competitive business environment like in the restaurant industry. Additional to the three factors above, more factors related to restaurant experience such as the study which presented the Five Aspect of Meal Model (FAMM), the Meal experience model (CMEM) by Hansen, Jensen, and Gustafsson (2005) or the Modified Meal Experience Model at the Eating Establishment (MMEE)

by Hansen (2014). The detail of these models and components are indicated in Table 2.1 and Table 2.2. This model represents the holistic view of meal experience generated by different aspects of the meal experience component based on the Michelin Guide approach from the restaurateur's perspective. These five aspects of the model consist of 5 aspects, which are 1) room, 2) the meeting, 3) the product, 4) the management control system, and 5) the atmosphere. These five components have divided into general nature and control systems.

Table 2.1 The Summary of the Meal Experience Study

AUTHOR(S)	CONCEPT
Hansen et al. (2005)	Meal experience divided categories (core product, restaurant interior, personal social meeting, company, and restaurant atmosphere of the meal experience) based on seven semi-structured interviews with experienced restaurant customers.
Gustafsson et al. (2006)	There are three-factor to be considered in an integrated manner which are the food product, the consumer, and the environment . The study reveals five aspects to develop meal service in the restaurant, which is room (built environment at the service setting), meeting (interaction with others included of service personnel and another patron), product (food and beverage served), atmosphere (entire feeling), management control system (management pattern to run the restaurant)
(Walter , Edvardssn, & Ostrom, 2010)	The Five Aspects Meal Model: a tool for developing meal services in a restaurant Provided the analysis of the driver of good experience and negative experience based on Five Aspect of Meal Model (FAMM), which are The Core Product, The restaurant interior, The personal social meeting, The company, The restaurant atmosphere but excluded the Management control system since the customer may not be able to evaluate, However, one more category was added, "the occasion.

AUTHOR(S)	CONCEPT
Hansen (2014)	Customers may feel different ways under the different purpose of visiting the restaurant, a measurement tool for meal experiences by combining SERVQUAL, DINESERV, and meal experience models. This model covers six meal experience aspects: core product, restaurant interior, personal social meeting, company, restaurant atmosphere, and management control system.

Table 2.2 Meal Experience Component from Several Research

Author (Year)	Topic	Research Focus	Data Sources & Methods	The Core Product	Physical environment	The personal social meeting	The company	The restaurant atmosphere	Management control system	Occasion
(Hansen, Jensen, & Gustafsson, 2005)	The Meal Experience of a la carte Restaurant Customers (CMEM)	The factor that forms the customer's meal experience a la carte restaurant from the customer's point of view	Focus group interview and use the ground theory approach	✓	✓	✓	✓	✓		
(Gustafsson, Öström , Johansso, & Mossberg, 2006)	The Five Aspects Meal Model: a tool for developing meal services in restaurants (FAMM)	Five major essential factors for developing meal service at the restaurant.	Content analysis from the Michelin star guideline for restaurant	✓	✓	✓		✓	✓	

Author (Year)	Topic	Research Focus	Data Sources & Methods	The Core Product	Physical environment	The personal social meeting	The company	The restaurant atmosphere	Management control system	Occasion
Walter et al. (2010)	The driver of the customer's service experience: a study in the restaurant industry	Identifying the driver of favorable and unfavorable customer service experience	Narrative approach from own customer word	✓	✓	✓		✓	✓	✓
Hansen (2014)	Development of SERVQUAL and DINSERV for Measuring Meal Experience in Eating Establishment (MMEE)	Developing the measurement tool for meal experience based on combining the SERVQUAL , DINSERV, and Meal Experience model	Content analysis	✓	✓	✓	✓	✓	✓	

2.3.1.1 Physical environment is the external performance and the appearance of the restaurant, which can reflect the perception of overall service performance of the restaurant (Mossberg, 2007) and can lead to a positive and negative perception about other components such as the food and beverage. Ryu and Han (2011) suggested that before a customer experiences employee services and food in restaurants, perceived atmospherics plays a significant moderating role that can

change the degree of impact of quality perception on consumption behaviors. Bitner (2002) and Gustafsson, Öström, Johansson, and Mossberg (2006) mention that the physical environment is one of the critical elements of customer meal experience since experience is generated the response of encountering the fundamental elements of the situation. Therefore, the marketer needs to arrange the right environment to create the desired customer experience (Ryu & Jang, 2007). It is stated that customers want to have an appealing design in restaurants, but also comfortable seats, pleasant music, appropriate lighting, and other ambiance settings that restaurant owners or managers should be able to provide and adapt for the specific customer preferences on the specific market (Ryu & Han, 2010). As suggested by Walls et al. (2011), the customer's experience should be emphasized both on overall perspective by explicitly focusing on particular elements of a physical dimension that help to emerge the overall experience.

The physical environment performs several roles in the service setting, such as the facilitator, socializer, and differentiator. The physical environment can help facilitate the restaurant's activities, supporting the interactions between service staff and customers or customers with the other customer. The same physical environment can help set the differentiation with the other restaurant. Recently, Walter et al. (2010) also mention that physical environments are the most often drive to the restaurant's good experience since customers actively co-create the value with the physical environment driver. Moreover, the physical environment is the main factor influencing consumer behavior (Heide & Grønhaug, 2006). If the customer has perceived the environment positively, they are more likely to trust in the quality of the restaurant's core product. Han and Ryu (2009) also confirmed that the physical environment is essential to a diner, especially to the more luxurious restaurant Ha and Jang (2012) explained that customers tend to set higher their perceived reasonable prices if the physical environment reflects increases restaurant quality. The physical environment affects customer emotion, which helps lead to the restaurant's behavioral intention, such as the intention to come back, recommend a friend, or stay longer and spend more than planned.

According to the services capes of Bitner (1992) identified that three main types of the physical environment dimension influence the holistic perception of the customer

- 1) Ambient condition refers to music, color, light, and scent.
- 2) The spatial layout and function refer to how the equipment and furniture are set up and how these facilities will support the social interaction of customer and employee.
- 3) Sign and symbol and artifacts refer to label for direction or communication to a customer

Another study that focused on the restaurant facilities such as DINESCAPE has described characteristics of the physical environment, focuses on the restaurant, and it is restricted to only inside dining areas includes six dimensions: facility aesthetics, lighting, ambiance, layout, table settings, and service staff (Ryu & Jang, 2008)

Table 2.3 Dimension of Physical Environment in the Service Setting

Author	Terminology use	Dimension
(Bitner, 1992)	SERVICESCAPE	Ambient, spatial layout and functionality, sign, symbol, and artifacts
(Berman & Evans, 1995)	Atmospheric	External variables, general interior, layout and design, point of purchase
(Ryu & Jang, 2008)	DINSCAPE	Facility, Aesthetics, Lighting Ambience, Layout, Table setting and Service staff

According to table 2.3, physical environment characteristics under the DINSCAPE Model are similar to other studies, such as servicescape or atmospheric models. Berman and Evans (1995) considered all environmental factors inside the dining area with the additional area outside the dining room, such as the building's

exterior and the parking space. The restaurant's exterior provides the first impression and convenience to the customer, which can attract and influence the meal's customer experience (Omar, Ariffin, & Ahmad, 2015). Therefore, in this study, the physical environment will include all seven components according to table 4: facility aesthetics, lighting, ambiance, layout, table settings, service staff, and the area outside the dining room.

1) Facility aesthetics

This category can refer to the room's shape, the room's function, accessibility to other rooms, wall decor, paintings/pictures, furniture, and flooring/carpeting used to decorate the room. All the dining area design, including decoration, should be harmony set to create the aesthetic image of the restaurant's atmosphere (Ryu & Jang, 2008). Furniture gives comfort to the customer through the whole experience process. Therefore furniture should be functional and meet the customer's necessity such as chairs should be comfortable enough to sit throughout the meal (Tommy D. Andersson & Lena Mossberg, 2004).

During the consumption period, the customer evaluates the facility and decoration around the restaurant. With the facilities, harmony presented the architectural design, interior design, and decoration, the dining room environment will be beautiful, which can affect customer's response and behavior, influence the positive experience that will attract new customers and increase revenues (Berry & Carbone, 2007; Ryu & Han, 2010, 2011). Restaurants should be careful in designing the interior. It should be related to the restaurant's theme and what the customer expected to experience; therefore, many restaurants have maintained the aesthetics by setting up the restaurant's theme (Ryu & Jang, 2007).

2) Ambience

Ambiance refers to the intangible background of the physical environment. A customer may not see but able to feel the ambiance. The ambiance is generally referred to as lighting, music, aroma, temperature (Bitner, 1992). The Ambience can influence customer perception, attitude and behavior (S. Kim et al., 2011) such as price perception (Han et al., 2009), intention to purchase, or customer satisfaction (Hendriyani, 2018; Ryu & Han, 2010). The restaurant that needs to be

more focused on the subtle ambiance can make the restaurant attractive to customers and build customer loyalty (Ha & Jang, 2012; Ryu & Han, 2010; Ryu, Lee, & Gon Kim, 2012).

Han and Ryu (2009) stated that when the appropriate ambiance is set, such as the lovely aroma, comfortable temperature, appropriate noise level and suitable lighting corporate with other restaurant elements. These orchestrated factors can generate a favorable perception of the overall experience at the restaurant. The atmosphere may not be the main factor of the favorable experience but the favorable experience can not happen without the right atmosphere (Walter & Edvardsson, 2012b).

(1) Lighting

Lighting is part of the restaurant's ambiance, which is a crucial element in most of the service setting, including the restaurant business since lighting is the key factor in creating the restaurant's distinctive perception (Lin & Mattila, 2010). Ryu and Han (2010) have revealed a relationship between lighting and individual emotional response. Lighting presents the illumination perception that stimulates feelings such as warmth, comfort, expansiveness or intimacy, subdued or exciting, friendly or hostile, quiet or full of electrifying energy. Lighting is one of the powerful stimuli in the restaurant. It can perform a symbolic role in communicating with the customer such as the bright light will be used at the quick service restaurant.

In contrast, the dimmer light will represent the full service and indicate a higher price level. Inadequate lighting in the restaurant can be perceived as a negative experience from the customer's perspective (Walter & Edvardsson, 2012a), or brighter lights can decrease the range of meal duration (Shields, J. 2006). According to the study of Robson (2013) on Bright Idea: Smart choice of restaurant lighting which mention that the best lighting design in the restaurant manager should be able to balance the lighting in these three main areas in the restaurant.

a) Ambient lighting: lighting plan foundation which should allow people to see the whole area

b) Task Lighting: Lighting for function on a specific area such as light at the stair, light underneath the bar.

c) Accent lighting, which refers to the light for decoration at the restaurant, such as candlelight

Moreover, the lighting can work together with other factors such as the color to create the aesthetic atmosphere with the inappropriate lighting may create ineffectiveness of the other factor (Ryu and Jang, 2008). Hence, the restaurant manager should pay attention to the aesthetic of ambiance, which included lighting, aroma, music, and temperature. They can use patrons' arousal (Hyun & Kang, 2014) and these ambiances can affect the perception and lead the behavior of the customer (S. Kim et al., 2011).

(2) Music

Music played in a restaurant can influence the favorable and unfavorable experiences of the customer. The different types of music played at the restaurant affect the different perceptions that customers have of the restaurant's physical environment (Wilson, 2003). What people hear can influence food and beverage perception and affect the consumption rate (Spence & Shankar, 2010). Loud music makes customers unable to carry the conversation with anyone. On the other hand, with too soft music, the customer may lose interest (Walter & Edvardsson, 2012b). Moreover, music can develop a good perception of the store, increase the length of stay and guest's order (Mattila & Wirtz, 2001), enhance positive feedback, and influence satisfaction (Ryu & Jang, 2007).

(3) Odor or scent

Ambiance scent is referred to as the scent available in the environment. These senses affect humans in social, emotional, and physical ways. Therefore, scents can help create memorable pictures of the festive atmosphere and lead to the customer response such as emotion, satisfaction, and behavior response (Hultén, 2011; Krishna, 2012) and influence customer to have social interaction (Zemke and Shoemaker, 2007). The more the scent is consistent with the other ambient, the more the product's positive evaluation will be (Bosmans, 2006). Thus, many companies, retail stores, service facilities, hospitals, airlines, restaurants, or coffee shops use scent to create a background environment. Moreover, many companies use scent to encourage the return of visit like a study of Krishna (2012),

which reveals that many hotels invented their signature scent to let customer recall of pleasure experience at the hotel and expect them to revisit.

3) Layout

Layout refers to the object's arrangement pattern, such as seats, aisles, hallways and walkways, foodservice lines, restrooms, and the entrances and exits are designed and arranged in service settings. The layout also included the object's size and the spatial relationship between them (Bitner, 1992; Ryu & Jang, 2008).

The spatial layout that makes people feel constricted may directly affect customer quality perceptions, excitement levels, and indirectly on their desire to return. Service or retail facilities specifically designed to add some level of excitement or arousal to the service experience such as in an upscale restaurant should provide plenty of space to facilitate exploration and stimulation within the physical environment (Wakefield & Blodgett, 1994).

According to the study of the Servicescape model of Bitner's (1992), the efficient layout in a service setting focuses on

- (1) Facilitating the functional performance and achievement of the goal
- (2) Facilitating the comfort of the guest when they walk through or sitting down in the area
- (3) Keeping the guests from the crowded

The restaurant's layout should be considered function needed by the target market in both physiological need and psychological need, for example, comfortable, which is revealed from a feeling of less crowded and easy to move around customers (Ryu & Jang, 2007). Lin and Mattila (2010) have also indicated that the layout of the table setting and table location has an essential effect on the customer experience. It conveys a sense of privacy and reveals the functionality desired and operates as a boundary for the customer. Furthermore, the layout can bond the repeat customer with the restaurant by setting the preferred location to the repeat customer, making the repeat visit be satisfied (Ryu & Han, 2011).

4) Table setting

Table settings are considered all the utensils used to consume the customer's meal and all the table decoration such as tablecloth, flower arrangement, or the candle. This table setting equipment represents the tangible cue of the restaurant's service quality and customer perception of the restaurant (Ryu & Jang, 2008). The table setting is playing a vital role in an upscale restaurant where the restaurant manager should pay attention to the right material that presents the prestige according to the level of the restaurant as well as the different color of the plated is affecting the level of flavor intensity (Spence, Harrar, & Piqueras-Fiszman, 2012).

5) Service staff

Based on the DINSCAPE of Ryu and Jang (2008), employee or the service staff is referred to as service people in the restaurant. According to the physical environment, service staff is considered the tangible aspect of service staff, which includes the appearance and attractiveness of service staff and an adequate number of employees as part of the physical environment. Service staff plays a critical role in communicating the organization's strategy and corporate image as the customer meets with the service staff at the first contact and during the service process. By contacting each other at the first time, the appearance of service staff is vital in creating the first impression (Nha & Gaston, 2002). The study about the effect of the physical environment toward Ryu and Jang (2007) customer emotion revealed the direct influence on customer's emotion toward the restaurant. Moreover, the appearance of service staff also represented the image of the restaurant. Therefore, the service staff should be carefully selected according to the restaurant's image. The physical appearance of service staff toward the customer satisfaction revealed that even though the physical staff appearance does not matter in some of the services. However, their study found that the physical staff appearance rewarded customer satisfaction to the organization and further suggested that grooming, cosmetics, and hairstyle can manipulate an employee's overall physical appearance. The importance of employee appearance is also confirmed by Ryu and Han (2011) that a professional employee uniform may effectively convey an organization's image and core values informally.

Another aspect of service staff should consider the adequate number of service staff that should be sufficient to create the right amount of social density. Tombs and McColl-Kennedy (2003) stated that if the organization has too many people, customers may feel loss of control, but few people might feel inattentive. Moreover, the right amount of service staff may vary according to the type of restaurant operation.

6) Exterior

According to previous research, the exterior did not include the physical environment (Bitner, 1992). However, Walter et al. (2010) noted that even though the exterior is not located inside the room, the exterior is seen in the pre-consumption stage and provides the customer's convenience, such as the parking space or restaurant's Location. Moreover, the customer can enjoy the exterior view while they are having a meal at the restaurant.

2.3.4.2 Meeting is referred as interpersonal relation between customer and others who may include of service staffs or the other customers at a restaurant as well as how the customer to be treated at the restaurant which has pointed that the meeting is included the service or service quality at the restaurant (Gustafsson et al., 2006).

The interaction between customer and service staff can create a good experience at the restaurant and represent the vital factor in determining service quality and consumer satisfaction (Zeithaml & Bitner, 2003; (Andersson & Mossberg, 2004). The service encounter's success depends on the performance of the service staff, which is derived from their knowledge, skills, and the staff's attentiveness along with the other components such as the core product or the physical environment (Gustafsson et al., 2006). The restaurant needs to prepare every component to cooperate and present the interpersonal relationship in the restaurant's form of dialog and service procedure (Walter et al., 2010). Service staff should be prepared with the knowledge of social, psychology, emotion, the form of social interaction and rule of etiquette to managing the meeting with the different customers since the dialog between the customer and service staff play an essential role in good experience (Andersson & Lena Mossberg, 2004; Ballantyne & Varey, 2006). Besides, developing the employee restaurant's knowledge and skills should empower the employee to

exercise some authority regarding the current situation (Palmer, 2010). Hansen et al. (2005) presented in the Customer Meal Experience Model about the interaction of customer and the service staff under the topic “the Personal Social Meeting”, as attention, customer complaint handling and trust.

Table 2.4 Summary of Meeting Component

Component	Measurement Item	Lee & Hing (1995)	Hansen et al. (2005)	Parasuraman et al.(1988)	Knutson (1996)	Kim & Lee (2012)
Customer with service staff	The restaurant provides prompt and quick service.	✓	✓		✓	
	Restaurant makes you feel special.		✓			
	Restaurant has employees who are polite and show courtesy toward other staff members.	✓	✓	✓		
	Restaurant is providing its service at the time promise	✓	✓	✓		
	Restaurant has insisted on error-free service	✓	✓	✓		
	Restaurant has staff who are always willing to help patrons	✓	✓	✓		
	Restaurant has employees who can answer your questions thoroughly.	✓	✓			✓
	The restaurant has employees who make the entire company feel taken care of.		✓	✓	✓	
	Restaurant is aware of the occasion for the meal		✓			

Component	Measurement Item	Lee & Hing (1995)	Hansen et al. (2005)	Parasuraman et al.(1988)	Knutson (1996)	Kim & Lee (2012)
Customer with other customers	The restaurant's staff can anticipate on the guest want	✓				
	Restaurant staff have the capability to handle the complain	✓				
	Age					✓
	Gender					✓
	Appearance					✓
	Attire					✓
	Public behavior					✓
	Number					✓

1) Attention - the service staff must pay attention to the customer's take care, such as asking the customer how the food tests or filling up the water when the customer needs it without asking.

2) Customer complaint handling –service staff can handle the negative feedback professionally and sincerely. Those customers will become more loyal guests (Gustafsson et al., 2006). The service recovery is essential to retain customer (Hansen et al., 2005)

3) Trust – staff can create confidence in the interaction, the customer feels taken care of by the professional staff, or the service staff's recommendation is reliable.

According to the previous study that focused on the interaction between customer and service provider or customer with the other customers have found that the attributes (as appear in Table 5) these attribute mainly focuses on “Restaurant provides prompt and quick service,” “Restaurant is providing its service at the time promise” “Restaurant has insisted on error-free service,” “Restaurant has staff who

are always willing to help patrons.” From the attribute in the customer interaction with others as the study by other researchers, this study will focus on

- 1) politeness and courtesy of the service staff,
- 2) service staff have enough knowledge to answer the customer,
- 3) the service staff can perform quick service and give the service on time, and the service staff is willing to help and make the customer feel taken care.

Additionally, for the connection between a customer and another customer by sharing the same environment, using the same facility or perceiving the appearance of other as well as the density of the customer in the restaurant may influence to customer experience such as if the other has performed the inappropriate from customer’s perspective such as the screaming noise of the children at the restaurant may cause the negative experience at that specific restaurant (Hansen et al., 2005; N. Kim & Lee, 2012). Lovelock (1999) has recommended that if the company can manage its behavior, age, and appearance, it can improve the feeling or increase the comfort of being among other people. Moreover, Kim, Lee, Lee, and Song (2012) have suggested that based on their study on age, gender appearance, attire, public behavior, and other customers, these factors should manage the service scape or service encounter. The restaurant management's managerial implication is that the restaurateur can manage the crowded or the waiting line since many of the customers use the pricing strategy or present the long waiting line to motivate the potential customer to visit the restaurants.

2.3.4.3 The Product

According to the study Gustafsson (2004), “Product” as part of the Five Aspects of Meal model are considered to be core elements of the meal and the interaction with the other element of meal experience as the presentation of a menu item. These factors are concerned with the process that required both expertise, science, aesthetical and ethical knowledge to produce a good product for the good meal experience. Furthermore, Hansen et al. (2005) also introduced “Core Product,” comprised of food and beverage, menu, sensory, taste sensation, appearance, and presentation served at the restaurant, including the waiter's skills in serving the meal.

Product considers being the important function of the meal (Anderson and Mossberg, 2004). Many researchers have recommended that restaurateur focus on managing the food since food is the most important factor in the restaurants' customer experience (Ryu et al., 2012; Nanmkung & Jang 2007). Keivela et al. (2001) and Sulek & Hensley (2004) have investigated that by comparing to the other factor, the restaurant such as the service quality or the atmosphere, quality of food is the most crucial factor satisfaction. Later, Nanmkung & Jang 2007 also confirmed that food quality shows a positive relationship to customer satisfaction and the customer's behavioral intentions. Likewise, food sensory should be focused on managing the customer experience. However, other aspects also play an essential role in maintaining the food quality at the restaurant, such as a variety of menu nutritious of the food, serving size, temperature, and freshness of the food since these factors also contributed to the customer satisfaction and the behavioral intention (Kivela & Crofts, 2006; Namkung & Jang, 2007; Sulek & Hensley, 2004)

Another Meal Experience Model invented by Hansen et al. (2005) named Customer Meal Experience Model (CMEM) has found a similar component which calls "the Core product." The core product is described as the total individual experience of food combinations with the beverages that create social interaction and reaction with the surrounding, including that staff, other guests, and interior. According to the study of Hansen et al. (2005), Core products have divided into three categories as that consisted of

- 1) Taste sensations at the consumption - including the range of sensory impressions from the food and beverage servers. Warde and Martens (2000) noted that appearance of food, a test of food should be according to standard and style of the restaurant; otherwise, the experience of the customer may not be sufficient (Gusstafsson, 2004) as well as the menu that should be according to the style of the restaurant (Bowen and Morris, 1995)

- 2) Presentation form referred to the menu guiding ability that service staff can describe and make customers imagine the menu and recommend the food items that could customer wish to experience. These recommendations are described in the presentation form, menu guiding, and additional effect. Moreover,

once the meal is served, “Moment of the truth of food items delivery is correct comparing to the presentation of the menu.

3) Composition of the menu – putting together the combination of food and beverage in each course recommended by the service staff or by the customer himself. The composition of the menu and the recommendation made by the waiter plays a critical role in the entire meal experience since the wrong guideline, not sufficient information or the exaggerated information received from the service staff or any communication from the restaurant might lead to customer dissatisfaction (Hansen et al., 2005). Performance of the service staff found very important in all interaction of the customer with the restaurant. Therefore, the service staff needs to know suggesting the right combination of food items and the interaction of each item but at the same time also respect to customer’s choice moreover the restaurant should have product knowledge available to the service staff to use to recommend to the customer to create the right expectation and understanding of the menu that customer order (Andersson & Mossberg, 2004; Meiselman, 2000).

Table 2.5 Product Component

Component	Measurement Item	Hansen et al. (2005)	Stevens et al. (1995)	Kiveal et al. (2001, 2000)	Raajpoot (2002)	Namkung & Jang (2007)	Sulek & Hensley (2004)
Test sensation	Restaurant has courses that gives excellent test experience	✓	✓	✓		✓	✓
	Appearance of food and beverage		✓	✓	✓		✓
	Consistent quality of food and beverage		✓	✓			✓
	Dish are according to the menu and description from staff	✓					
	Dishes are reflect the concept of restaurant	✓					

Component	Measurement Item	Hansen et al. (2005)	Stevens et al. (1995)	Kiveal et al. (2001, 2000)	Raajpoot (2002)	Namkung & Jang (2007)	Sulek & Hensley (2004)
	Restaurant has a menu that is easily readable	✓	✓				
	Restaurant has visually attractive menu that reflect the restaurant image	✓	✓		✓		
	Variety of menu item			✓	✓	✓	
	Safety						✓
	Appropriate serving size				✓		✓
	Freshness of food			✓		✓	✓
	Temperature of food			✓		✓	✓
	Nutritious food			✓		✓	✓
Presentation	Menu guiding by the staff	✓					
	Physical sensitivity	✓					
	Additional effects	✓					
Composition of menu	Recommended food combination by service staff	✓					
	Combination of food matched by customer	✓					

2.3.4.4 The Management Control System

Represented the administration systems such as the pattern of operation, policy, rule, and regulation used in the restaurant. Thus, the restaurant can deliver the good meal experience, such as meals, according to the customer's demand to create customer satisfaction, inventory, or logistics rule in the restaurants. Each restaurant type may have a different control system. It depends on each place's nature, such as the canteen may not emphasize the speed of service, but the cost is an essential issue, or the upscale dining may focus on maintaining customer loyalty. Even though the

control system will not appeal to the customer, it is important to have a sound system and have good food or excellent service since the management control system governs all the other aspects to work together (Gustafson et al., 2006). The manager or the restaurateur may need to have an academic background. He can use scientific knowledge and product knowledge, and practical experience; therefore, the restaurant can understand the whole picture of meal experience and understand its expectations. The customer may not perceive or have direct experience with the restaurant's management system; therefore, in this study, these components will not be used in the self-administrative questionnaire.

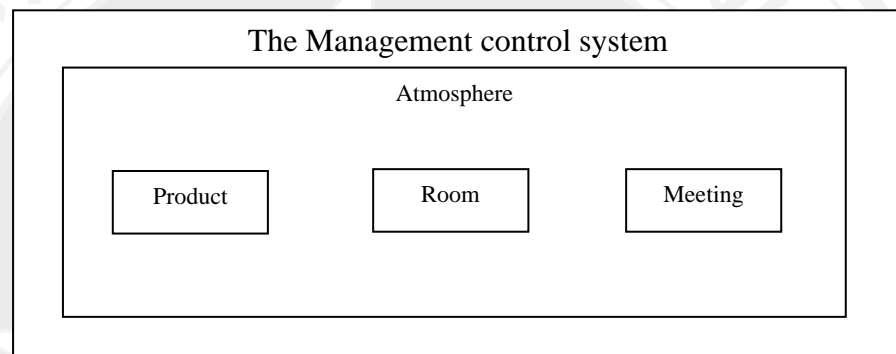


Figure 2.5 The Five Aspects Meal Model (FAMM) for A Producer's Perspective

Source: Gustafsson et al, 2006.

The atmosphere is explained to be a web that holds the perception of other components in the restaurant together (room, meeting, and product) that senses by the individual customer through 5 senses; sight, hearing, smell, taste, and touch or in other words, the overall experience can be called atmosphere (Gustafson et al., 2006). Other studies argued that the atmosphere is perceived to be the outcome of a customer's interaction with other people (both of service staff and other customers) and with the physical environment (Heide & Grønhaug, 2006). Many kinds of research (Bitner, 1992; Matilla & Wirtz, 2001; Chebat & Michon, 2003; Wilson, 2003) indicated that environmental factors that connect with the atmosphere are

- 1) Ambient factor –background condition of the environment (temperature, sense, noise, music, and light)

2) Social factor – people component of the environment (look or outfit of the service staff as well as the other customer)

3) Design factor – functional and ecstastic element of the architect and layout.

These environment factors are similar concepts to the outer frame (Gustafson et al., 2006) which are the environment represented in the room, including tangible items such as color, art, quality of furniture, and intangible aspects such as ambiances and setting. Together with people, both customers and staff, those items created the outer frame of the meal experience. This factor will work together with the senses of each customer to perceive the environment. This sense refers to Inner frame refers to sense and subjective personal experience toward the product. Meal experience can be generated through the orchestrated of 5 senses and the culture and social contact that determine the experience's perception whether it is a good or bad experience (Baraban & Durocher, 2001; Gustafson et al., 2006).

1) Sight appearance of the constituent, color, size, shape, apparent texture, etc.

2) Hearing: the sound of the production preparation and consumption

3) Smell: the aroma of food and beverage

4) Taste: Test of food and beverage combined in the meal

5) Touch: Texture from the different combination in the dish

After the customer perceives the environment through the five senses, the atmosphere is expected to induce each customer's internal response, influencing the emotion, beliefs, and physiological sensation, leading to customer behavior (Bitner, 1992). Therefore, according to the study (Heide & Grønhaug, 2006), the atmosphere results from the customer's interaction with the environment and another customer, which includes the customer's cognitive, affective, physiological, and behavioral reactions. The similarity to Spies et al. (1997) as presented in figure 6, which demonstrated that store the atmosphere is expected to have both direct relationships toward satisfaction and purchasing behavior and affect the customer's mood and will affect the satisfaction of the customer.

Since the atmosphere is the factor that is concerned about the result of interaction of other components, which will be asked earlier, to ask about the atmosphere, this study will focus on the overall perception of restaurant customer in terms of emotion and feeling.

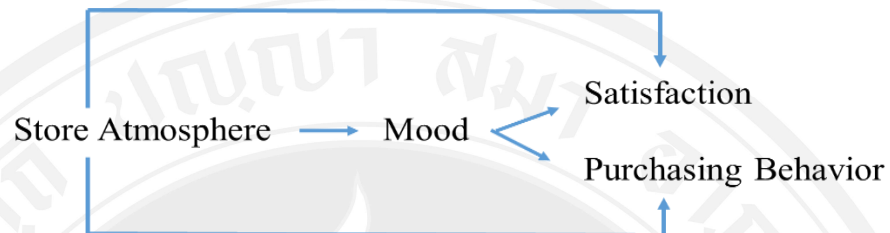


Figure 2.6 Expected Relations between Store Atmosphere, Customers' Mood, their Satisfaction, and Purchasing Behavior

Source: Spies et al. 1997.

According to the previous research, the atmosphere presented as the influencer of the customer's emotion and expectation about the restaurant quality, the vital elements of the restaurant experience (Bitner, 1992; Keivela et al., 2000; Mattila & Wirtz, 2001; Berry & Wall, 2007; Hansen 2005) and the vital part of the restaurant success since the atmosphere can attract customers to the restaurant. Mattila (2001) satisfy the customer and increase sales to many of the company as well as create the positive behavior of such as the positive word of mouth or the patronage especially in the hospitality industry (Berry & Carbone, 2007; Ryu & Jang, 2007; Ryu et al., 2012)

Refer to the study of Ha & Jang (2010), which noted that physical environment would lead to customer's perception of the atmosphere, which will affect to the relationship of the perceived quality and satisfaction/loyalty of the customer. Therefore, the restaurant's experienced designer should create a friendly and welcome environment by carefully designing the restaurant (Johns & Kivela, 2001). Ryu and Han (2011) confirmed that the facility's aesthetic is very important to create uniqueness and differentiate the restaurant from the competitor. The service staff should provide the service at the level that matches the core product and handle it. It

is essential that both the inner frame and outer fame have to harmoniously work together to create an appealing atmosphere that leads to a good customer experience.

Hearing such as music has been reported as an vital part of the restaurant atmosphere that can create customer enjoyment. Moreover, the different types of music can create different atmospheres (Wilson, 2003).

Aroma and scent also influence the behavior of the customer in the restaurant. It can increase more interaction between the customer and others (Zemke & Shoemaker, 2008), which might be related to the study (Ryu & Jang, 2007), which showed that customers enjoy themselves more when they are in the excellent scent meeting room.

Lighting significantly impacts the customer emotion, comfort, and customer perception of the area and is considered the most potent factor affecting customer's perception about the restaurant (Ryu & Han, 2011). For example, in the upscales restaurant that contains warm lighting associated with the full service and high price and bright lighting will convey low price, which is typically found in the quick-service restaurant. Service staff may refer to many staff, the appearance of staff, the uniform, gender, cleanliness. This substantial part of the service staff interprets the image and creates it (Ryu & Han, 2011). Many of the company especially in the service industry

Color is part of customer's visual perceptions that feel in different ways, such as clam, freshness, excitement (Warde and Martens, 2000), motivate people to have different feelings and behavior, and help enhance the pleasure feeling consumption experience (Othman & Goodarzirad, 2013). Some studies mentioned that color had been used regularly in the restaurant design as the aesthetic stimuli as a color show a high impact on the visual attention and perception, customer emotion, and behavioral intention (Tantanatewin & Inkarojrit, 2018). For example, the customer feels more pleasant and cheaper with a warmer color (Söker, 2009). The color of all restaurant physical environment components plays an essential role in restaurant design. The color should be correlated with other restaurant components. It should be according to the restaurant concept (Hansen et al., 2005).

FAMM has been used successfully for the manager to design and take control of the whole restaurant operation's overview process and let every staff aware of their

responsibility and the others. However, there are also some disadvantages of FAMM. FAMM was developed from the Michelin Star criteria and practice in upscale restaurants; therefore, it might not apply to other restaurants. Moreover, this model might be perfect to adapt in the long run, but the restaurant might find a little problem in the short run. The education level of service staff is enough to create the experience, or the meal price may be too low to provide all the standard of FAMM. (Knutson et al., 2007).

2.4 Customer Satisfaction

Customer satisfaction is a business philosophy which tends to the creation of value for customers by managing the expectation of customer with the product or service of the company to satisfy the customer's need (Barsky & Nash, 2003; Churchill Jr & Surprenant, 1982; Oliver, 1993; Zeithaml, Berry, & Parasuraman, 1993). Many researchers have presented the meaning of satisfaction differently. Cardozo (1965) has stated that satisfaction is based on the comparison between the customer's expectation and perceived performance. Hunt (1977) explained that satisfaction is the evaluation of the emotion after the customer perceives the performance of product and service while Tse and Wilton (1988) stated that satisfaction is how the customer responds to the performance evaluation compared to its expectation after the consumption. Customer satisfaction is achieved by assessing the value they have received from the product and service consumption. Oliver (1997) has argued that either positive or negative emotions also affected customer satisfaction. Therefore, customer satisfaction is stimulated by both the cognitive and affective aspects of product and service (Westbrook & Oliver, 1991; Yoon & Uysal, 2005). Additionally, since satisfaction is the subjective evaluation of each individual's experience, the result of evaluation may differ from a different perspective, or the result of evaluation may differ in various situations (Pizam & Ellis (1999).

Quality of service and customer satisfaction are critical factors for any business's success (Gronroos, 1990; Parasuraman, Zeithaml, & Berry, 1988). The key to achieving sustainable advantage lies in delivering high quality service that satisfies customers (Shemwell, Yavas, & Bilgin, 1998). Service quality and customer

satisfaction are critical factors in the battle to obtain a competitive advantage and customer retention. Customer satisfaction is the outcome of a customer's perception of the value received in a transaction or relationship, where value equals perceived service quality, compared to the value expected from transactions or relationships with competing vendors (Zeithaml et al., 1993). It is essential to recognize and anticipate customers' needs and satisfy them to achieve customer satisfaction. Most of the companies have a similar goal: customer satisfaction since customer satisfaction plays a vital role in achieving customer loyalty and accomplishing the company's profitability (Barsky & Nash, 2003; Homburg, Koschate, & Hoyer, 2005). Researchers have noted that once the customer satisfaction with the product or service of the company, a customer would show positive behavioral intentions, and the company can use the inexpensive promotion of that product and service (Andersson & Mossberg, 2004; Kim, Vogt, & Knutson, 2015) Moreover, the satisfied customer also the positive result in returning to the company or disperse the company in a positive way such as recommended to their friends or willingness to pay more (Andaleeb & Conway, 2006; Homburg et al., 2005; Johnson & Fornell, 1991; Oliver, 2014)

Customer satisfaction can be defined as two oriented, which are outcome-oriented, which focused on the result of the consumption, which evaluates the whole process (Yuksel & Yuksel 2001). Bitner and Hubbert (1994) suggested that there are two different types of transactions.

- 1) Transaction-specific dis/satisfaction – customer evaluate each service transaction separately (Cronin Jr & Taylor, 1992). The result showed that each of the specific evaluations might not perfectly correlate with overall satisfaction. Even though each transaction's result is combined since the experience of each transaction may vary according to the preference of each customer (Jones & Suh, 2000).

- 2) Overall dis/satisfaction customer evaluates the all service transactions and experience at once after the consumption or customer evaluate the total consumption experience (Johnson & Fornell, 1991). The overall evaluation has a more substantial impact on the repurchase intention than the transaction-specific dis/satisfaction (Jones & Suh, 2000).

For the tourism and hospitality industry, a customer interacts with several service components during the service encounter. Some components may create very

high satisfaction, while other components may create very low satisfaction. The overall satisfaction allows customers to compensate for the lower satisfaction with higher satisfaction and form the overall feeling toward the whole experience (Teare,1998). For example, in the evaluation of overall experience in the restaurant where there are many components in the service experience such as customer may enter to the restaurant and find the beautiful decorations, comfortable table, and chair, full equipped table setting with the decoration on the table in controlled air-condition room, the wait staff is well train, as well as the excellent food, served. However, the other guest may make the loud noise, these components should evaluate the overall experience at once.

2.5 Consumption Emotion

Consumption emotion is the affective response when people consume the product or service of the company (Phillips & Baumgartner, 2002), which focuses on the specific experience based on psychological and motivational force (Havlena & Holbrook, 1986; Westbrook & Oliver, 1991). Therefore, experiencing the product or service is principally involved in the emotion in both conscious and unconscious levels (Powton, 2017). Customer emotion plays an essential role in consumer purchasing, evaluation and decision-making, satisfaction judgement and post-purchase process, and behavior intention after purchase, such as word of mouth and revisited customer (Han, Back, & Barrett, 2010).

2.5.1 Review existing emotional index

There was many previous research that tries to develop emotion measurement scales. R Plutchik and Kellerman (1974) and Plutchik (1980) have identified a set of fundamental emotions by adapting the universe of emotion, the Evolutionary psychology Index. This index has consisted of eight primary emotions—anger, fear, sadness, disgust, surprise, anticipation, trust, and joy, which can be paired as the bipolar emotion as follow.

- 1) joy – sadness
- 2) anger-fear

- 3) trust –disgust
- 4) surprise-anticipation

Pleasure–arousal-dominance (PAD) was also developed by Mehrabian and Russell (1974) to was developed to measure the emotional states that emotional reaction to the environment or physical environment. In 18 semantic differential description, six items are identified in each dimension. Each of dimension will be represented in the opposite direction.

- 1) Pleasure -Displeasure Scales – measure how pleasant and unpleasant feeling that each person have toward something such as anger, fear, joy

- 2) Arousal-No arousal Scale – measures of how one can feel energized or hypnotic with the stimuli they have contact. The example of low aroused state are grief, depression, or boredom while rage is a highly aroused state.

- a. exciting

- 3) Dominance-Submissiveness Scale - measures of how one can feel control or on the other hand how one feel obedience such as Anger is more control, but fear is submissive PAD has been developed to measure the emotional response to marketing stimuli such as advertising. This scale is not aimed to measure the entire experience consumption but rather to measure the environmental stimuli such as the physical environment (Richins, 1997)

Consumption Emotion Set was developed by Richin (1997). The range of emotion measurement is more intense than other measurement scales such as PAD or EPI. These two were tested against the Advertising or physical environment and suitable to the situational analysis like consumption of product and service descriptor is the most frequently use in accessing the consumption situation. The test of CES Scales consists of 16 dimensions (with 43 descriptors), which are anger, discontent, worry, fear, shame, envy, loneliness, romantic love, love, peacefulness, contentment, optimism, joy, excitement, and surprise. However, this Consumption Emotion Set has a weak point on too broad coverage of emotion. Some complex contexts, such as services like in hotel or restaurant, should be more specific. (Han et al., 2010)

Han et al. (2010) have developed the emotional consumption measurement scales specially focused on the restaurant industry. This study intensively stressed the emotional consumption of customers toward the components in the full-service

restaurant. The test measurement has been categorized into four dimensions (32 descriptors): comfort, annoyance, stimulation, and sentimentality. This emotional consumption set was designed in the multi-dimensions, which can catch more emotion that respondents have during the consumption, especially in a highly competitive business such as a restaurant. Mattila and Enz (2002) also confirmed that emotional consumption should be revealed through multiple dimensions to understand customer behavior better and develop a better strategy and more favorable to the customer.

Moreover, the study of Emotional consumption set in the full-service restaurant of Han et al. (2010) also has some constrained. The Full-service restaurant that referred to restaurant that provide the full service of food served by service staff presented in a variety of restaurant concept from casual dining that provides the friendly service to the fine dining restaurant that service can be more elaborate. Therefore, customers' emotional consumption through the consumption of different kinds of restaurants may not use the same descriptors. Later, Han and Jeong (2013) have introduced the Modified Multi-dimension of patron's emotional experience in upscales restaurants. This modified index has chosen to use the same four dimensions of emotional consumption: comfort, annoyance, simulation, and sentimental, but the descriptors have been reduced to 20 descriptors. Han and Jeong (2013) have deleted some emotions that may not be relevant to the upscale setting. The new set of descriptors confirmed the differences of emotion dimensions in the full service restaurant and emotion dimensions in the upscale full-service restaurant from the modified study's finding. These results of the study identify the efficiency of the emotional consumption scales for the upscales full-service restaurant. The result allows the restaurant manager or the owner to design the product or service components related to emotional consumption and create a good experience or minimize the possibility of creating negative emotional consumption. The result of the consumption emotion leads to the result, such as customer satisfaction, revisiting, word of mouth, and willingness to pay.

As emotional consumption is related to customer experience management, this research also tests that the experience touchpoint can create positive emotional consumption and how emotional consumption will be related to customer satisfaction.

Since this research focuses on the upscale full-service restaurant, the emotional consumption scales of (Han & Jeong, 2013) with 4 emotional dimensions with 20 descriptors to evaluate international tourists' emotional consumption while experiencing Thai full-service restaurant.

Table 2.6 Summarizing of the Emotion Index

Dimension and Descriptor	Han et al. (2010)	Han and Jeong (2013)
Dimension 1: Comfort		
Warm	✓	✓
Respected	✓	✓
Secure	✓	✓
Comfortable	✓	✓
Happy	✓	✓
Relaxed	✓	✓
Contented	✓	✓
Friendly	✓	
Pleased	✓	
Dimension 2: Excitement		
Excited	✓	✓
Surprised	✓	✓
Amazed	✓	
Curious	✓	✓
Sophisticated	✓	
Interested	✓	
Hopeful	✓	
Thrilled	✓	
Grateful	✓	✓
Passionate	✓	✓
Entertained	✓	✓

Dimension and Descriptor	Han et al. (2010)	Han and Jeong (2013)
Enthusiastic	✓	
Aroused	✓	
Pampered	✓	
Dimension3: Annoyance		
Irritated	✓	✓
Frustrated	✓	✓
Disappointed	✓	✓
Anger	✓	
Skeptical	✓	✓
Irritated	✓	✓
Dimension 4: Romance		
Romance	✓	✓
Love	✓	✓
Sentimental	✓	✓

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that applies to this research. The analysis unit's rationale will be designated along with the research methodology, research process, and conceptual framework. This study applies both qualitative and quantitative methods. The methodology of this study explains five objectives. The first objective is to identify the tourist behavior in Thai full-service restaurant by applying the quantitative approach to recognize the pattern of international tourist behavior during their foodservice consumption at Thai full-service restaurant. The second objective is to evaluate the customer's experience through the customer journey in Thai full-service restaurants. Both quantitative and qualitative methodology is applied to the study. The quantitative approach was applied to evaluate restaurant operation efficiency in designing each touchpoint along the customer journey and apply semi-structured interviews to investigate further detail on their opinion regarding their experience during their foodservice consumption on the qualitative approach. Additionally, the semi-structured interview was also conducted with the restaurateur to evaluate the restaurateurs' efficiency in managing the customer experience in Thai full-service restaurants and to learn about the restaurant's current operation practice. Furthermore, to understand the whole picture of the antecedence and effect of customer experience, the third objective was applied the quantitative approach to examine the influence of customer experience on customer satisfaction. This examination of customer experience used the consumption emotion as the mediating factor. Hence, the research synthesized all the data from all objectives and suggested the Thai full-service restaurant's customer experience management model in objective four. The researcher explained the research methodology as follows.

3.2 Unit of Analysis

This dissertation aimed to research the model of customer experience in Thai full-service restaurants. Therefore, the analysis of this research focused on international tourist who has gone to Thai full-service restaurants.

In 2012, there were 132,494 consumer foodservice outlets in Thailand. Full-service restaurants represented around 10% of the total market. Furthermore, from the record to Department of Business Development in 2015, Thai full-service restaurants presented the Bangkok is showed the most significant number of foodservice outlet since Bangkok is the capital city, business center, and the hub of tourists, followed by 23 % in the Southern region and 15 % in Eastern region. Moreover, international tourists also showed the most significant number in Bangkok. There are 19,586,811 international tourists in Bangkok in 2014 (Department of Tourism, 2016).

Therefore, the Thai full-service restaurants in Bangkok were focused on this research to set the scope of study and keep the generalization. Thai full-service restaurants should have similar characteristics to follow

- 1) Providing the table service by service staff
- 2) Serving Thai food and beverage as the main product.
- 3) Decorating with some sense of Thainess
- 4) The restaurant should be in the medium size, which provides at least 20 tables to serve 40 customers per period.

To keep surveying easy to communicate, the researcher had provided a list of restaurants that follow the Thai full-services restaurant's characteristics, which this study is focused on. The list of 50 selected Thai -full-service restaurants was present in Table 3.1.

Table 3.1 List of Restaurants

No.	Name of Restaurant	Area
1	Supatra River House	Arun Amarin
2	Baan Khanitha by the River	Charoen Krung
3	Nalin Kitchen	Charoen Krung
4	Sood Kua by Supanniga	Charoen Krung

No.	Name of Restaurant	Area
5	Thara Thong	Charoen Krung
6	Baan restaurant “Thai Family Recipes”	lumpini
7	Krua Apsorn	Phra nakorn
8	Methavalai Sorndaen	Phra nakorn
9	Tom Yum Kung	Phra nakorn
10	Plu	Pleanchit
11	Thai Niyom	Pleanchit
12	Supanniga Eating Room, Sathorn 10	Sathorn
13	Krua Sathorn	Sathorn
14	Baan Khanitha & Gallery	Sathorn
15	Royal Osha	Sathorn
16	Secret Garden	Sathorn
17	Charm Eatery and Bar,	Sathorn
18	Taling Pling, Silom	Silom
19	Than Ying Silom	Silom
20	Praya Kitchen	Silom
21	Patara Fine Thai Cuisine	Sukhumwit
22	Baan Khanitha at Fifty Three	Sukhumwit
23	Baan Tassanee Thai Cuisine	Sukhumwit
24	Ruen Mallika	Sukhumwit
25	the local	Sukhumwit
26	Kinnaree by Vanessa WU	Sukhumwit
27	Prai Raya	Sukhumwit
28	Supanniga Eating Room	Sukhumwit
29	Chim By Siam	Sukhumwit
30	Baan Suan Asoke	Sukhumwit
31	Baan Khanitha Sukhumwit 23	Sukhumwit
32	Bann Suriyasai	Surawong Road
33	Krua Khun Kung	Tha Chang
34	Savoey Restaurant Tha Maharaj	Tha Maharaj

No.	Name of Restaurant	Area
35	Ros'Niyom	Tha Maharaj
36	Supanniga Eating Room, Tha Tien	Tha Tien
37	AMA Art & Eatery	Tha Tien
38	View ARUN	Tha Tien
39	Tha Arun	Tha Tien
40	Chom Arun Restaurant	Tha Tien
41	The Deck Restaurant	Tha Tien
42	Jin Chieng Seng by Inn A Day	Tha Tien
43	Long Tian	Tha Tien
44	Siam Spring Bistro	Tha Tien
45	Sala Rattanakosin Eatery and Bar	Tha Tien
46	Err Urban Rustic Thai	Tha Tien
47	Riva Arun Bangkok	Tha Tien
48	Rong Ros	Tha Tien
49	The Sixth	Tha Tien
50	Saneh Jaan	Wittayu Road

3.3 Research Methodology

This study will use the mixed research method, which containing qualitative and quantitative methodologies in one study. The data collecting process will be synchronized and intergraded the data during the research process. Combining two approaches can help the researcher understand the research problem better than just one approach (Creswell & Creswell, 2017). Mixed research can address the research questions in a complex phenomenon. The mixed research method presents a better result of the phenomenon and completes the whole picture with different data types (Clark, Creswell, Green, & Shope, 2008). Moreover, applying the mixed research method can enhance description and conclude the study's evaluation with more trustfulness (Caracelli & Greene, 1997; Morse, 2003). It helps to avoid bias from a single method (Denscombe, 2008). Applying the mixed research method to the study can balance the weakness of each approach with the strength of each approach;

therefore, a combination of qualitative and quantitative data can provide a better understanding of research questions (Clark et al., 2008)

The mixed research method allows the researcher to explore the research question's broader scope; therefore, the research question is a multi-level question that required several types of research tools working together in both qualitative and quantitative approaches (Borrego, Douglas, & Amelink, 2009). The benefit of mixed research method is increasing the accuracy of the data, as the methods allow the researcher to have the triangulation since the strength of one approach can offset the weakness of the other approach and allow the development of a better understanding of the data, the other idea from the qualitative approach can support the general explanation for the relationship among variables as the quantitative approach (Greene, 2008).

3.3.1 Quantitative Research Method

The quantitative method is applying to explore the tourist behavior during the food consumption period at the Thai full-service restaurant as a state in objective 1, follow by the evaluating the efficiency of the customer experience touchpoints along the customer journey in Thai full- service restaurant as appearing in objective 2. Moreover, in objective 3, the quantitative method applies the structural equation model to examine the influence of customer satisfaction on customer satisfaction. The result of the quantitative research methodology will answer these research objective

- 1) To identify the tourist behavior in Thai full-service restaurant
- 2) To evaluate the efficiency of customer's experience along the customer journey in Thai full-service
- 3) To examine the influence of overall customer experience on customer satisfaction.

These results can support the researcher to explain the relationship between the dependent and independent variable. The hypothesis is as follow:

H1: Tourist's importance and perception level of customer experience components in Thai full-service restaurants are the same.

H2: The overall customer experience significantly influences customer satisfaction

H3: The overall customer experience significantly influences consumption emotion.

H4: The consumption emotion significantly influences customer satisfaction

3.3.1.1 Population and Sample

The population of interest is the international tourists visiting Bangkok during the research period and had gone to Thai full-service restaurants. As the basic need of the human being, food and beverage are required; therefore, the international tourists who visit Bangkok and have gone to Thai full-service restaurants in the research period might be higher than one million. With the limited amount of time and budget, to research on every tourist might not be possible. Thus, this dissertation is on the international tourist visiting Bangkok in the research period, which has gone to Thai full-service restaurants. This research adopts non-probability sampling to calculate the sampling size and determine the sampling technique since the international tourists' names and profiles are not available.

3.3.1.2 Sample Size

In order to have the reliability of sample size. The sample size is based on the number of international tourists visiting Bangkok for the last 3 years (2012-2015) to find the average number representing the “N” in this research. The calculation appears in Table 3.1, the average number of tourists visiting Bangkok in 2013-2015 is 18,028,761 person (N). The sample size was calculated by using the formula of Yamane (1973), which applies a level of reliability of 95% with a deviation of 5% as following:

$$n = \frac{N}{1 + Ne^2}$$

where n = Sample size

N = Size of target population

e = The level of precision (the reliability level of 95%), 0.05 population variable

So, the calculation of the sample size of this study was:

$$n = \frac{18,028,761}{1 + 18,028,761 (.05)^2}$$

Therefore, the required sample size was 400.

Table 3.2 International Tourist Visiting Bangkok

2015	2014	2013	3 Year Average
19,586,811	17,031,723	17,467,750	18,028,761

Source: Department of Tourism, 2015, 2014, 2013.

With a large amount, an exact unknown number of populations, the researcher followed Yamane's (1973) table at a population of more than 1,000,000 people with a confidence level of 95% and a margin error of 5 %. The recommended sample-sized is 400. Moreover, the appropriate sample size for the structural equation model is at least 10 – 20 times of parameter or the path that shows the relationship of a conceptual research framework or at least 200 cases to apply the structural equation model (Kline, 2011). This study has 13 parameters and set the sample size at 20 times of parameter. Therefore, the sample size is 260 cases. For a large population's appropriateness and relevance, this study has set the sample size at 400 cases (n=400).

3.3.1.3 Sampling Technique

This study employed purposive sampling to select the respondents and focus on the respondents who had ever gone to the Thai full-service restaurants. According to the researcher's judgment, the purposive sampling techniques select the sample for a specific purpose to reduce the generalization (Sharma, 2017). This technique helps the researcher to achieve the objective (Zikmund, Babin, Carr, & Griffin, 2013) and answer the research question. The criterion for selecting the restaurant was that the restaurant should be an authentic Thai style restaurant. For convenience, the researcher provided a list of the restaurants for tourists to check on.

3.3.1.4 Research Tool and Design

Questionnaires were used as the tool for the quantitative part of the research since the questionnaire effectively meant to gather the opinion and attitude about people, objects, ideas, or events (Mangal & Mangal, 2013). Additionally, using questionnaires is allowed the researchers to efficiently ask many questions to many people (Zikmund et al., 2013). The questionnaires were written in English since the target respondent is an international tourist. There are comprised of 4 main parts in the questionnaires.

Part I: Tourist Behavior in Thai full-service restaurant. Each tourist has different behavior. The questions asked according to the decision-making component in selecting the restaurant, expense, member, motivation factor, and preference.

Part II: Efficiency of customer experience touchpoint along the customer journey. Each tourist evaluated customer experience touchpoints' performance and the important level of each customer experience touchpoints to find experienced management efficiency in Thai full-service restaurants. There are six parts of the experience touchpoints along six stages of the customer journey at Thai full-service restaurant to examined.

Part III: Consumption emotion and overall satisfaction of the customer. The tourist identified the overall level of satisfaction as the dependent variable to learn the influence of overall customer experience generated from the customer experience touchpoint orchestrated together on the customer satisfaction by using the consumption emotion as the mediating factor. This part of the questionnaire applied 5 points Likert scales to evaluate respondents' attitudes toward the topic positively or negatively. The use of the 5 point scale allows respondents to neutralize the question to avoid bad information quality when the respondent does not know or does not understand the questions (Creswell & Creswell, 2017). Respondents are required to choose rating scales from the minimum score of 1 to a maximum of 5.

Part IV: Socio-demographic profile

Each respondent provided information about their socio-demographic profile consisting of gender, age, nationality, marital status, religion, education, and income. The questions ask by using both open-end and close-end questions.

Table 3.3 Interpretation of Five-Point Likert Scales

Level	Statement of the Important Level of Customer Experience Touchpoint	Statement of Performance Level Customer Experience Touchpoint	Statement of Consumption Emotion	Statement of Overall Satisfaction
1	Not very Important	Not very efficiency	Not very High	Strongly dissatisfaction
2	Important	Not efficiency	Not high	Dissatisfaction
3	Not so important	Not so efficiency	Neutral	Neutral
4	Important	Efficiency	High	Satisfaction
5	Very important	Very efficiency	Very high	Strongly satisfaction

3.3.1.5 Validity and Reliability Tests

The questionnaire was evaluated by applying the Item-Objective Congruence Index (IOC) by three experts to test the validity and reliability and ensure the questionnaire's quality. After the expert review, the instrument was examined to calculate in index of items-objective congruency (IOC) to ensure that the information obtained is relevant. If the content and structure were suitable, the result must equal to or more than 0.5. However, if the average questionnaire is below 0.5, the researcher needs to improve it or omit it (Rovinelli & Hambleton, 1977). The criteria were used as follow:

1 refers to a suitable item of information that is related to the content

0 refers to a question of whether an item or content is related or not.

1 refers to an item or information that is not suitable or unclear to the content.

Table 3.4 List of Three Experts Evaluating IOC

Experts	Position
1. Assist prof. Dr. Kritsadepat Pitchayadetcharnan	Lecture, Burapha University International College
2. Assist prof. Passarin Palitnonkiet	Lecture, Burapha University International College
3. Mr. Phuritt Maswongsa	Chairman of the Tourism Industry Council

As the results of the content, validity shows in Table 3.2. This questionnaire's value was 0.88 (Appendix) above the minimum acceptable score of 0.5. Meaning that this questionnaire is suitable for use in this research.

Furthermore, before distributing the questionnaire to the actual target market, 30 sets of questionnaires were distributed to the international tourists as represented sample groups in the study to test the questionnaire's reliability. To check the reliability values by using the Cronbach coefficient formula, the result should be around 0.8 – 1.00, which means the data is reliable. This study obtained reliability of 0.916. Thus, it can use the final questionnaire to collect the data from the sample group.

3.3.1.6 Data Collection

400 set of Questionnaires distributed to international tourists who were traveling around Bangkok in January-December 2018 and ever gone to a Thai full-service restaurant. The area of distribution of the questionnaire was around the tourist attractions in Bangkok. The researcher and the assistants screened the respondent by asking the screening questions and the proportion of quota to reach the objective of the research.

3.3.1.7 Data Analysis

The quantitative data was coded into and analyzed by put into the computer software program. Descriptive Statistic consisted of frequency; percentage, mean, standard deviation was employed to describe the primary data of tourist behavior such as the consumption patter, motivation and preference, and tourist demographic profile. Furthermore, this study applied the paired t-test to compare

importance and performance (Important and performance Analysis) to evaluate each customer experience touchpoint's efficiency along the six stages of the customer journey in Thai full-service restaurants. Furthermore, the structural equation model was applied to examine the influence of the overall customer experience at Thai full-service restaurant on customer satisfaction.

3.3.2 Qualitative Research

Two groups of key informants were considered respondents in the qualitative part. The population consisted of the international tourists who had been to be customers of the restaurants and the group of the restaurateurs (Manager or the owner of the restaurants). The qualitative part was designed based on six elements, which were population and sample, sample size, sample techniques, research tools and designs, data collection, and data analysis. These six elements are described according to the population group as follows.

3.3.2.1 Customers

Qualitative data from the restaurant's customer can describe, support, and triangulate the quantitative result. The data from the customers in the qualitative part identified the restaurant operator's performance in providing the experience in the Thai full-service restaurant to answer objective 2. Moreover, the customer can explain more about their consumption behavior, such as decision making and repeat purchase.

1) Population and Sample

The population is focused on the international tourist traveling around Bangkok during January-June 2019 and have gone to Thai full-service restaurants.

2) Sample size

The sample size of the qualitative analysis should be large enough to attain the data that help describe the action or the event and answer the research question. The appropriate number of the sample size should reach saturation when the additional data from adding more respondents do not change or add the information (Glaser & Strauss, 1967). Refer to the study of Creswell and Poth (2016), which recommended that the sample size of the phenomenological studies can be around 20 – 30 to attain saturation, while Morse (2000) determined that the sample

size of the phenomenological research should be at least 6 participants since they had found that after hearing from 6 respondents the repeat information was incurred. Therefore, this study conducted a semi-instructor interview with 30 respondents who were an international tourists in Bangkok around the data collecting period and had gone to Thai full-service restaurants.

3) Sampling Technique

The sampling technique for the qualitative part will apply the purposive sampling technique. The screening question will ask the potential respondents to select the respondent who has a specific qualification. The respondents will be selected if they have gone to Thai Full-service restaurants before at least one time.

4) Research tool and design

The researcher used the semi-structured interview to gather the data from the respondents. The semi-structured interview allows the interviewer to add more questions to search for more research questions (Saunders, Lewis, & Thornhill, 2009). These data can help to support and triangulate the quantitative data (Zikmund et al., 2013). The researcher used semi-structured interviews as the interview technique using open-ended questions to evaluate customer experience touchpoint efficiency along six stages. Semi-structured interviews can adjust and more questions added during the interview.

The researcher reviewed the literature about customer experience management, extracting questions from the primary data, and developing the questionnaire for the tourists. The research tool consisted of two parts, as follows.

Part 1 was a demographic profile consist of genders and age

Part 2 was the interview questions about customer experience management in Thai full-service restaurants, including.

(1) What does impress you when you visit a Thai Full-service restaurant?

(2) What is your suggestion to Thai full-service restaurants to manage your experience better?

5) Data collection

The researcher collected the data from the tourists after the period that gathered the quantitative data at the main tourist attraction around Bangkok and nearby the target restaurant during January – June 2019 from 01:00 - 05:00 pm

6) Data Analysis

The data received from the semi-structured interview continue to the data analysis process by using the content analysis. The data was decoded from an audio recording of the interview. Then, the group according to the themes related and show in the tables and figures. The relevant data was used to determine the critical content about customer experience management efficiency in Thai full-service restaurants.

3.3.2.2 Restaurateur (Restaurant Owner or Restaurant Manager)

Group of restaurateurs, including the restaurant owner, the restaurant manager, restaurant staff of Thai full-service restaurants around Bangkok, especially in the main tourist area. The restaurateur described or explained the current customer experience touchpoint design during their service operation process and identified the performance level of their restaurant to practice the customer experience.

1) Population and Samples

The key informant of the qualitative research derived from the restaurant owner or the restaurant manager of Thai-full-service restaurant in Bangkok, especially in the tourism area. These respondents provided the information about the performance of their customer experience design and management and discuss the issue of customer experience in the restaurant according to objective two that aims to examine the efficiency of customer experience management at Thai full-service restaurant

2) Sample Size

A sample size of a restaurateur is 10, who is the restaurant manager or the restaurant owner.

3) Sampling Technique

Purposive sampling was applied to select the restaurant owners or the restaurant managers operating the Thai full-service restaurant.

4) Research Tool and Design

The semi-structure interview will be applied to interview the restaurant owner or the restaurant manager to explore the performance of the customer experience design and management according to the objective 2

Part 1 was personal information contained genders, age, and occupations

Part 2 was the questions about the customer experience management pattern currently practiced at the restaurant, including two questions.

(1) How would you design your product and service component to create an excellent experience for your customer?

(2) What is your improvement plan to a better experience for your customer?

5) Data Collection

The interview took place at the Thai full-service restaurant at the main tourist around Bangkok during August 2019-March 2020 during the afternoon as considered the low restaurant operation period.

3.4 Research Process

There are six main research processes employed in this dissertation, which was covered the literature review, Item-objective Congruence evaluation, pilot testing, quantitative data collection, qualitative data collection, and data analysis.

3.4.1 Process 1: A Literature Review

The literature review allows the researcher to understand the related concept and principles of customer experience management, customer experience touchpoints, customer journey tourist behavior in food consumption. Moreover, the questionnaire was distributed to 3 experts in the customer experience management and tourism operation and service to review, evaluate, and give the suggestion to assure the

validity of the questionnaire. After the evaluation was completed, if the expert has any suggestion, the researcher will adjust the questionnaire as suggested

3.4.2 Process 2: Item –Objective Congruence Evaluation

Item –Objective Congruence Evaluation was applying to this research to assure the validity of the questionnaires. There were three experts from the tourism and service operation business that help to evaluate the questionnaire. Once the questionnaire is passed this process, the adjusted version will follow the suggestion of the expert.

3.4.3 Process 3: Pilot Testing

Before the questionnaire distributed to all the target respondents who are the international tourist who is visiting Bangkok and ever gone to Thai full service restaurant, the researcher will distribute to the sample group of 30 international tourists who is visiting Bangkok and ever gone to Thai full service restaurant. This pilot test aimed to test the reliability of the questionnaire.

3.4.4 Process 4: Questionnaire Surveys

The data collection will be done in process 4 and process 5 to gather the data from tourists and the restaurateurs. The 400 questionnaires survey distributed to the international tourist visiting Bangkok and ever gone to a Thai full-service restaurant.

3.4.5 Process 5: Personal Interview

The interview was conducted after the collection of the questionnaires. The interview will be conducted with the international tourist visiting Bangkok and ever going to a Thai full-service restaurant and restaurateur. The researcher is responsible for the interview.

3.4.6 Process 6: Data Analysis

The statistical analysis and content analysis applied to examine the quantitative data and qualitative data.

3.5 Conceptual Research Framework

A mixed research methodology was employed to study customer experience management and build up the customer experience model in the Thai full-service restaurant. Both qualitative and quantitative methods compensated for the weak points of each method. The quantitative method can generalize a research finding when repeated with many different populations and subpopulations, while the detail and explanation can be examined through the qualitative method. In the quantitative method, the variables are independent and dependent; the qualitative method employs semi-structured interviews to find more qualitative data according to the objective.

Independent variables consist of the customer's perception on efficiency of customer experience touchpoints to find out the efficiency of customer experience touchpoint and to examine the overall customer experience that orchestrate along the customer journey on the customer's satisfaction using the consumption emotion as the mediating factor.

Moreover, to the purpose of the customer experience management model in Thai full-service restaurants, the researcher also examined the efficiency of the customer experience management at Thai full-service restaurants through the qualitative approach to examine the further detail from both tourist and restaurateur perspective. All the gathered information from international tourists and restaurateurs was analyzed and constructed to be a customer experience management model in Thai full-service restaurants, as shown in the figure in (Westbrook & Oliver, 1991).

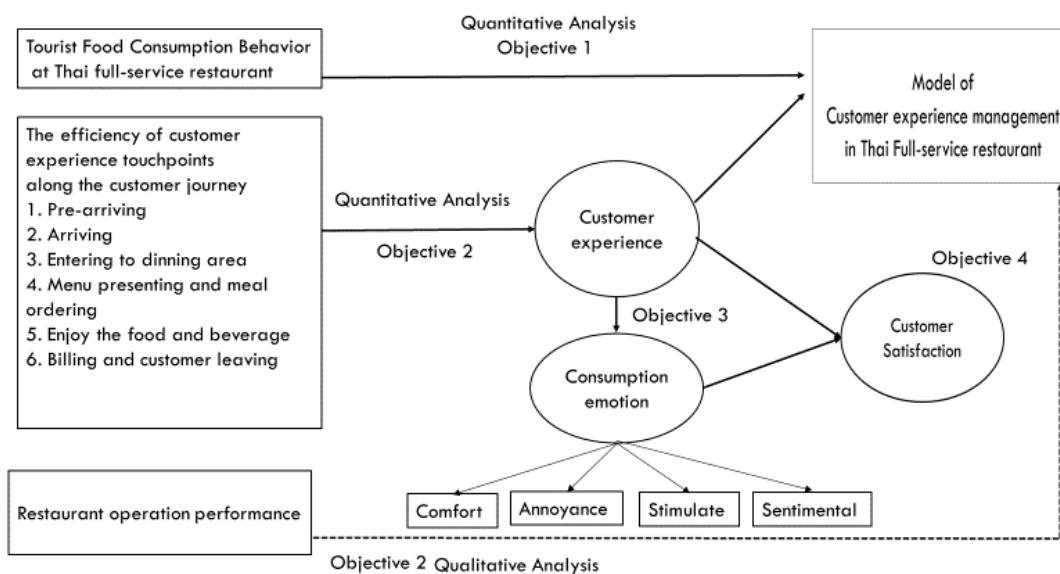


Figure 3.1 Conceptual Research Framework

Table 3.5 Overview of Research Methodologies and Relevance to Research Objective

Objective	Research Method	Population	Sample Size	Sampling Technique	Research Tool	Data Analysis
1. To identify the tourist behavior in Thai full-service restaurant	Quantitative Analysis	International Tourist who is traveling in Bangkok	400	Purposive Sampling	Questionnaire	Descriptive Statistic
2. To evaluate the efficiency of customer's experience along customer journey in Thai full-service	Quantitative Analysis	International Tourist who is traveling in Bangkok	400	Purposive Sampling	Questionnaire	Descriptive Statistic and Inferential Statistic
	Qualitative Analysis	International Tourist who	30	Purposive Sampling	Semi-structure	Content Analysis

Objective	Research Method	Population	Sample Size	Sampling Technique	Research Tool	Data Analysis
		is traveling in Bangkok			Interview	
	Qualitative Analysis	Thai Full-service restaurateur in Bangkok	10	Purposive Sampling	Semi structure Interview	Content Analysis
3.To examine the influence of overall customer experience on the customer satisfaction	Quantitative Analysis	International Tourist who is traveling in Bangkok	400	Purposive Sampling and	Questionnaire	Structure Equation Model
4. To purpose the customer experience model in Thai full-service restaurant	Qualitative Analysis	Thai Full-service restaurateur in Bangkok	10	Purposive Sampling	Semi structure Interview	Content Analysis

CHAPTER 4

DATA ANALYSIS

This chapter presents the study's findings, together with a discussion according to the study's research objective. The survey result can identify the component of the customer experience in a full-service restaurant in Bangkok. The result of the survey is described in both parts of the quantitative and qualitative research methods. The finding has divided into four parts.

4.1 Descriptive results

4.1.1 Quantitative descriptive results

4.1.2 Qualitative descriptive results

4.1.3 Descriptive statistic results from the tourist's behavior in Thai full-service restaurant

4.1.4 Descriptive statistic result on essential levels of experience touchpoint along the customer journey

4.1.5 Descriptive statistic on efficiency levels of experience touchpoint along the customer journey

4.1.6 Descriptive statistic on the customer's consumption emotion

4.1.7 Descriptive statistic on the customer satisfaction

4.2 Tourist Behavior of in Thai full-service restaurant (Objective 1)

4.3 The efficiency of customer experience touchpoints through the customer journey in Thai full-service restaurant (Objective 2)

4.4 The influence of overall customer experience on customer satisfaction (Objective 3)

4.1 Descriptive Results

4.1.1 Quantitative Descriptive Results

Four hundred sets of questionnaires were distributed to respondents who had experienced in Thai full-service restaurants. The result of the descriptive statistics is related to demographic profile and consumer behavior.

Table 4.1 Respondent's Detail of Demographic Profile

Type of Demographic Profile	Frequency	Percentage (%)
Gender		
Male	184	46
Female	216	54
Country of Origin (by continent)		
ASIA	155	38.75
Western Europe	129	32.25
North America	71	17.75
Eastern Europe	21	5.25
Africa	17	4.25
Australia	5	1.25
Middle east	2	0.50
Age		
Lower than 20 – 20-year-old	35	8.80
21-30-year-old	164	41.00
31-40-year-old	120	30.00
41-50-year-old	45	11.20
51-60-year-old	24	6.00
61-70-year-old	9	2.20
71-year-old and over	3	0.80
Education level		
Graduate Level	225	56.30
Undergraduate level	152	38.00
Below undergraduate level	23	5.70

Type of Demographic Profile	Frequency	Percentage (%)
Occupation		
Civil servant	59	14.80
students	85	21.20
Business Owner	74	18.50
Employee	145	36.20
Retired	18	4.50
other	19	4.80

According to table 4.1, respondents were 184 males, and 216 females accounted for 46% and 54%, respectively. The majority group originally were from Asia, followed by America, Western Europe, Eastern Europe, Africa, Australia, and the Middle East accounted for 38.75%, 32.25%, 17.75%, 5.25%, 4.25%, 1.25% and 0.5% respectively. These four hundred respondents had education mostly at the graduate level accounted for 56.30%, followed by an undergraduate degree for 38 % and below the undergraduate level, representing 5.8%.

Four hundred respondents, mostly were employees, accounted for 36.30%, followed by students and business owners accounted for 21.30% and 18.50%. The other respondents were a civil servant for 14.8%, retired for 4.5%, and other careers for 4.8%.

4.1.2 Qualitative Descriptive Result

As mentioned in this study's research design, the qualitative methods were also used as a part of the mixed research methodology. Therefore, the process of collecting data used the semi-structured interview with two groups of respondents.

- 1) International Tourist who had visited Thai full-service restaurant
- 2) The restaurateur who designed and managed the customer experience in a Thai full-service restaurant. This group referred to the owner, restaurant manager and head of staff

This semi-structured interview was conducted to obtain the detail of efficiency in managing customer experience touchpoints along their customer journey in a Thai full-service restaurant. The semi-structured interview sample was 30 key informants

of international tourists and ten key informants for the restaurateur. The detail as per the Table. 4.2 and Table 4.3

Table 4.2 Profile of Key Informant (Tourist)

Informant (s)	Gender	Age	Country of Origin
1	Male	62	Netherlands
2	Female	60	Netherlands
3	Male	25	Korea
4	Male	24	Taiwanese
5	Female	25	Chinese
6	Female	21	Chinese
7	Male	32	American
8	Female	32	American
9	Female	23	Japanese
10	Male	21	Japanese
11	Male	24	Japanese
12	Female	57	Indonesian
13	Female	28	Indonesian
14	Male	25	Indonesian
15	Male	25	Indonesian
16	Male	21	France
17	Male	21	France
18	Male	22	France
19	Female	21	France
20	Male	29	Italy
21	Male	52	Germany
22	Male	24	Korea
23	Female	26	Korea
24	Male	29	Spain
25	Male	27	Spain
26	Male	52	Philippine

Informant (s)	Gender	Age	Country of Origin
27	Female	50	Netherlands
28	Male	52	Netherlands
29	Female	30	Japanese
30	Female	29	Japanese

From the detail in table 4.2, it can be concluded that the majority of the respondent was male for 18 persons and female for 12 persons. They came from different countries of origin, such as Japan, China, Korea, France, Netherlands. The majority of age is around 20-30 years old. All the respondents had visited Thai full-service restaurants. Table 4.3 shows ten key informants from the restaurants around the Bangkok area, as appear in the study unit. The majority of them are the restaurant manager or the restaurant owner so that they can express the current practice of customer experience management in Thai full-service restaurants.

Table 4.3 Profile of Key Informant (Restaurateur)

Informant	Gender	Location of Restaurant	Position
1	Female	Ta Chang, Bangkok	Owner
2	Female	Ta Tien, Bangkok	Restaurant manager
3	Male	Lumpinee, Bangkok	Head of staff
4	Male	Asiatique, Bangkok	Restaurant manager
5	Female	Satorn, Bangkok	Restaurant manager
6	Female	Silom Bangkok	Restaurant manager
7	Male	Wat Rakung, Bangkok	Restaurant manager
8	Female	Phranakorn district, Bangkok	Owner
9	Female	Ta Tien, Bangkok	Restaurant manager
10	Male	Ta Tien, Bangkok	Restaurant manager

4.1.3 Descriptive Statistic Result of Tourist Behavior at Thai Full-service

The result of descriptive statistics based on tourist behaviors at Thai full-service restaurant was reported by the purpose of visiting Thailand, group size, meal plan, accompanying people, access to the information, influence factor, motivation factor post-purchase action, spending per one meal, and communication channel.

1) Purpose of visiting Thailand

According to table 4.4, these 400 respondents visited Thailand for various of purposes. Most were in Thailand with intending to have a vacation, accounted for 56 %, followed by the tourists who were visiting Thailand for the business trip (12.75%), education trip (11.75%), visiting friend and relative (11.50%) and other reason accounted for 3.75%.

Table 4.4 Frequency and Percentage of Purpose of Visiting Thailand

Purpose of Visiting Thailand	Frequency	Percentage
Business trip	51	12.75
Religion	17	4.35
Vacation	224	56.00
Education	47	11.75
Vising Friend and relative	46	11.50
Other	15	3.75
Total	400	100

2) Group size and meal companion

According to the table 4.5, from the survey, the report revealed that customers had a meal at a Thai full-service restaurant in a small group of 3-5 people or the couple, represented 42.80% of the total,

According to table 4.6 followed by the couple, which described 36%. The least number was the big group of more than ten people accounted for 2.20%. Additionally, most of these respondents were friends, accounted for 30%, followed by the couple for 26.50% and family for 22.75%, respectively. Around 11% of respondents have a a meal alone.

Table 4.5 Frequency and Percentage of Group Size

Group Size	Frequency	Percentage
One person	44	11
Two-person	144	36
3-5 person	171	42.80
6-10 person	32	8
More than ten people in the group	9	2.20
Total	400	100

Table 4.6 Frequency and Percentage of Meal Companion

Meal Companion	Frequency	Percentage
Friend	120	30.00
Client	11	2.75
Couple	106	26.50
Family	91	22.75
Business Partner	23	5.75
Alone	44	11.00
Other	5	1.25
Total	400	100

3) Meal pattern

The survey result revealed that tourists ordered a meal in 3 different patterns: a set menu, a la carte, and a single dish menu. According to table 4.7, tourists ordered a meal in the A la carte menu and single dish menu at the same level for 34.25% of the total and ordered the set menu for 30.25%. Lastly, some of the tourists ordered the snack for 1.25%.

Table 4.7 Frequency and Percentage of Meal Pattern

Meal Pattern	Frequency	Percentage
Set Menu	121	30.25
A la carte	137	34.25
Single dish menu	137	34.25
Other - Snack	5	1.25
Total	400	100

4) Channel of information

Tourists can find information about Thai full-service restaurants through many channels such as from friends, guidebooks, and smartphone applications. According to table 4.8, the report indicated that customers could find information about Thai full-service restaurants from a friend, account for 35.25%, followed by Website and smartphone application for 13.75% and 11.5%, respectively. Online media seem to be more popular than offline media since the result showed that a guidebook, newspaper, or magazine only accounted for 6% and 7.25%, respectively.

Table 4.8 Frequency and Percentage of Information Channel

Channel of Information	Frequency	Percentage	Rank
Friend	141	35.25	1
Guidebook	24	6	8
Newspaper or magazine	29	7.25	5
Website	55	13.75	2
Travel Consultant	25	6.25	7
Travel Block	27	6.75	6
social media	35	8.75	4
Smartphone Application	46	11.5	3
Other - walk around that area	18	4.5	9
Total	400	100.0	

5) Influencing factor

This information gathering collected the data from the tourist's influencing factor in selecting the Thai full-service restaurant. Each customer identified the three most influencing factor. Therefore, the total data is presented with 1200 answers. According to table 4.9, the report revealed that the most influencing factor is the enjoying taste of Thai food represented, accounted for 15.8%, followed by the restaurant's cleanliness (11.75%) and fair value of money (12.58%). The least influence factor is a particular promotion, which is accounted for 2.75%.

Table 4.9 Frequency and Percentage of Influencing Factor in Selecting the Thai Full-service Restaurant

Influencing Factor in Selecting Thai Full-Service Restaurant	Frequency	Percentage	Rank
Enjoy the taste of Thai food	181	15.08	1
Cleanliness of the restaurant	151	12.58	2
Good value of money	141	11.75	3
Convenience location	130	10.83	4
Variety of choice	114	9.50	5
Beautiful decorating of the restaurant	96	8.00	6
Speed of service	93	7.75	7
The overall atmosphere of the restaurant	90	7.50	8
Manner and professional of service staff	75	6.25	9
Availability of information online	49	4.08	10
Word of mouth	45	3.75	11
Special promotion of the restaurant	33	2.75	12
Other	2	0.17	13
Total	1200	100	

6) Motivating factor

Each customer selected the best three alternatives to describe their motivating factor of visiting Thai full-service restaurants; the total amount presented was 1,200 answers. According to table 4.10, the study revealed that the most motivating factor in visiting Thai full-service restaurants was experiencing Thai food accounted for 29.17 %, fulfilling the hunger for 25.25 %, and socializing with friends for 17.92%.

Table 4.10 Frequency and Percentage of Motivating Factor to Visit Thai Full-Service Restaurant

Motivating Factor	Frequency	Percentage	Rank
Experiencing Thai food	350	29.17	1
Fulfilling the hunger	303	25.25	2
Socializing with a friend and other	215	17.92	3
Relaxing	204	17.00	4
Presenting the social status	124	10.33	5
other	4	0.33	6
Total	1200	100	

7) Customer Spending per meal

Among four hundreds of respondents, customer revealed that they spend money for their meal around 655 Baht per meal, then considered in range, the study has found that the most customer's spending range is around 500-599 Baht per meal, which represented 24.5% followed by the range of 1000 Baht and above per meal, accounted for 22.75% (Table 4.11).

Table 4.11 Frequency and Percentage of Customer Spending at Thai Full-Service Restaurant

Customer Spending Range Per Meal (Thai Bath)	Frequency	Percentage	Rank
500-599 Baht	98	24.50	1
1000 Baht and above	91	22.75	2
100-199 Baht	60	15.00	3
200-299 Baht	57	14.25	4
300-399 Baht	36	9.00	5
400-499 Baht	35	8.75	6
600-699 Baht	12	3.00	7
700-799 Baht	4	1.00	9
800-899 Baht	7	1.75	8
900-999 Baht	0	0.00	10
Total	400	100	

8) Behavior after foodservice consumption

After the meal, the customer may have different experiences toward the restaurant, which lead to different behavior. From this study, four hundred respondents revealed that they were inclined to recommend to the others for 54.3% after the food and service consumption and may return on another occasion for 40.3%. However, only 5.5% would complain about the experience that they received (Table. 4.12).

Table 4.12 Frequency and Percentage of Customer's Behavior after Foodservice Consumption

Behavior after the Food Service Consumption	Frequency	Percentage
return later	161	40.25
complain	22	5.50
recommend	217	54.25

Behavior after the Food Service Consumption	Frequency	Percentage
Total	400	100.0

9) Communication channel in sharing experience at the full-service restaurant

According to the Table 4.13: the data reveal that tourist chose to communicate their foodservice consumption experience with other through directly inform other the most, accounting for 48%, followed by social media by 31%, share information through a travel website for 15% and lastly tourist shared information through other channels for 6%.

Table 4.13 Frequency and Percentage of the Communication Channel that Customer Chooses to Share their Foodservice Experience with Other

Communication Channel	Frequency	Percentage
Directly inform other	192	48.0
Travel website	60	15.0
social media	124	31.0
other	24	6.0
Total	400	100.0

4.1.4 Descriptive Statistic Result on Important Levels of Experience Touchpoint Along the Customer Journey

Four hundred sets of the questionnaire were collected from the international tourist who has experience visiting and consuming the food and service at Thai full-service restaurant. This section investigates the tourist perspective about the important level of each experience touchpoint along the customer journey. The five-level evaluation was used to investigate. These 5 levels of evaluation started from “very important,” important, somewhat important, not essential and, not very important. To describe the variable in this study, the mean score's interpretation was determined as appear in table 4.13.

Table 4.14 Measurement Scale of Each Important Level

Measurement scales	Scores
Not very important	1.00-1.80
Very important	1.81-2.60
Somewhat important	2.61-3.40
Important	3.41-4.20
Very important	4.21-5.00

Table 4.15 The Important Level of Each Stage Along the Customer Journey

The Important Level of Each Stage Along the Customer Journey	Level of Opinion			
	\bar{X}	S.D.	Level of Evaluation	Rank
Enjoying food and beverage	3.96	.604	Important	1
Menu presenting and food ordering	3.85	.681	Important	2
Billing and customer leaving	3.72	.698	Important	3
Entering to the restaurant	3.71	.608	Important	4
Pre-Arriving to the restaurant	3.61	.652	Important	5
Arriving at the restaurant	3.50	.708	Important	6

This data collection was established along the customer journey of international tourists visiting Thai full-service restaurants as appear in table 4.14. the data presented started from pre-arriving to the restaurant, arriving at the restaurant, menu presenting and food ordering, enjoying food and beverage, and the last stage is the billing and customer leaving. The result of the survey indicated that all that stage is at an important level. Especially at the stage “enjoying food and beverage” showed the most important level with the mean score of 3.96, followed by the menu presenting and food ordering and billing with the mean score of 3.86 and 3.73, respectively. The least important stage of the whole customer journey was when a customer arrived at the restaurant with a mean score of 3.51 (Table 4.14).

According to table 4.15, the data of the pre-arriving stage stated that the touchpoint that customers perceived is the most important is “availability of restaurant location on navigation application” ($\bar{X} = 3.92, 34.5\%$), the next highest mean score was “Ease of access to the restaurant,” with the mean score of 3.88, which accounted for 36.5% followed by “ease of access to the restaurant information” ($\bar{X} = 3.76, 34.5\%$), “availability of information online” ($\bar{X} = 3.67, 38.80\%$), “availability of online /application booking” ($\bar{X} = 3.53, 32.5\%$) and the least important according to the customer’s perspective was the “availability of information offline” ($\bar{X} = 3.36, 36\%$).

Once the customer has arrived at the restaurant, the collected data at table 4.16 specified that the customer experience touchpoint that showed the highest mean score is the “greeting of the host staff,” accounted for 3.79 (Important level 40.5%, very important level 24%), followed by “waiting time for the table was showed at the level important with the mean score of 3.70 and “decoration at the waiting area” ($\bar{X} = 3.49, 37.8\%$). Meanwhile, the least important for this group of customer who was the international tourist was the parking space which represented the mean score of 3.16 with the meaning of somewhat important (35 %).

The next stage was when the customer was entering the dining area. According to table 4.17, the highest mean score of the important level felled to “the cleanliness of the dining area $\bar{X} = 4.050$ (Very Important level for 44.3 %), then follow by “airflow” and “temperature of the dining area” with the mean score of 3.86 and 3.84, respectively. While the “decoration of the dining area” seemed to have the least important score of 3.53. the other touchpoint is represented in the middle range, such as “scent” ($\bar{X} = 3.7950$), “lighting” ($\bar{X} = 3.6825$), “other customer which account for ($\bar{X} = 3.5550$) and “Furniture “ with a mean score at 3.5525.

After the customer had settled at the dining area, next was the stage of menu presenting and ordering, according to table 4.18. At this stage, the mean score fall to the second rank with the mean score at 3.8572. The touchpoint that presents the highest mean score is the “food and beverage price” ($\bar{X}=4.06, 31.3\%$). Followed by “cleanliness of the service staff” ($\bar{X}=4.01, 36\%$) and communication skill of service

staff ($\bar{X}=3.97$, 33.5%) but the least important to a customer was “the promotion campaign at the restaurant” with a mean of 3.50.

After ordering a meal, the next stage was the customer enjoying food and beverage. This was the most important stage of all ($\bar{X}=3.96$). Table 4.19 indicated that this stage's touchpoint generally had a higher mean score than the other stage. The most important touchpoint that customer give the highest mean score is the “Cleanliness of the food and beverage” ($\bar{X}=4.25$, 53.8%), “Freshness of food and beverage” ($\bar{X}=4.22$, 49.8%), both touchpoints represent the meaning of very important. Next level was the important level. The touchpoint component is the Authenticity of food and beverage 4.07, 33.8%, and Taste of food and beverage ($\bar{X}=4.03$, 49.3%). The least mean score of this stage was “Decoration item on the table” with a mean score of 3.47)

The last stage of the customer journey was the billing and customer leaving the restaurant. The result in Table 4.20 indicated that “responsiveness of the staff” ($\bar{X}=3.95$, 33.3 %) follow by the “correction of the bill” ($\bar{X}=3.87$, 33.3 %), “method of payment” ($\bar{X}=3.70$, 36.5 %), “The speed of the billing process” ($\bar{X}=3.63$, 35.8 %). Lastly, the least important of the touchpoint in the final stage before leaving the restaurant was the “Loyalty program” ($\bar{X}=3.46$, 33.3 %).

Table 4.16 The Mean Score and Frequency of Importance Level of Customer Experience Touch Point During Pre-Arrival Stage at Thai Full-Service Restaurant

Pre-arriving Stage at the Restaurant	Mean	S.D.	Very Important		Important		Somewhat Important		Not Important		Not Very Important	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
			1. Availability of information online	3.67	.926	77	19.3	155	38.8	136	34.0	23
2. Availability of information offline	3.36	.888	33	8.3	144	36	173	43.3	36	9	14	3.5
3. Ease of access to the restaurant information	3.76	1.02	113	28.3	132	33	110	27.5	37	9.3	8	2
4. Availability of online /application booking	3.53	1.13	89	22.3	130	32.5	112	28	44	11	25	6.3
5. Availability of restaurant location on GPS	3.92	.978	135	33.8	138	34.5	93	23.3	30	7.5	4	1
6. Ease of access to the restaurant	3.88	.934	118	29.5	143	36.5	111	27.8	20	5	5	1.3

Table 4.17 The Mean Score and Frequency of Importance Level of Customer Experience Touch Point During Arriving Stage at Thai Full Service Restaurant

Arriving Stage at the Restaurant	Mean	S.D.	Very Important		Important		Somewhat Important		Not Important		Not Very Important	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. Parking Space	3.16	1.18	58	14.5	98	24.5	140	35	58	24.5	48	14.5
2. Exterior Decoration	3.39	.920	36	9	157	39.3	152	38	40	10	15	3.8
3. Decoration of the waiting area	3.49	.986	57	14.3	151	37.8	143	35.8	30	7.5	19	4.8
4. Greeting of the host staff	3.78	.932	96	24	162	40.5	108	27	29	7.3	5	1.3
5. Waiting time for the table	3.70	1.05	101	25.3	144	36	103	25.8	39	9.8	13	3.3

Table 4.18 The Mean Score and Frequency of Importance Level of Customer Experience Touch Point During Entering to the Dining Stage at Thai Full-Service Restaurant

Entering to the Dining Area	Mean	S.D.	Very Important		Important		Somewhat Important		Not Important		Not Very Important	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
			1. Decoration of the interior	3.52	.941	56	14.0	158	39.5	139	34.8	35
2. Furniture	3.55	.862	51	12.8	164	41.0	143	35.8	39	9.8	3	.8
3. Lighting	3.68	.823	60	15	183	45.8	129	32.3	26	6.5	2	5
4. Airflow	3.85	.899	98	24.5	182	45.5	89	22.3	27	6.8	4	1
5. Temperature	3.845	.879	96	24	176	44	100	25	26	6.5	2	5
6. Scent in the dining area	3.79	.969	114	28.5	129	32.3	120	30	35	8.8	2	5
7. Sound and music	3.54	.964	73	18.3	131	32.3	143	35.8	48	12	5	1.3
8. Cleanliness of dining area	4.05	1.03	177	44.3	111	27.8	70	17.5	39	9.5	3	8
9. Other customer appearance and behavior	3.55	.969	68	17	149	37.3	127	31.8	49	12.3	7	1.8

Table 4.19 The Mean Score and Frequency of Importance Level of Customer Experience Touch Point During Menu Presenting Stage at Thai Full Service Restaurant

Menu Presenting and Ordering	Mean	S.D.	Very Important		Important		Somewhat Important		Not Important		Not Very Important	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
			1. Ease of the menu	3.82	.932	105	26.3	155	38.8	105	26.3	33
2. Variety of choice	3.87	.973	130	32.5	123	30.8	116	29	28	7	3	8
3. Food and beverage price	4.05	.965	164	41	125	31.3	85	21.3	22	5.5	4	1
4. Promotion campaign at the restaurant	3.50	1.054	75	18.8	129	32.3	137	34.3	40	10	19	4.8
5. Communication skill of service staff	3.96	.941	140	35	134	33.5	100	25	24	6	2	5
6. The appearance of service staff	3.77	1.002	110	37.5	139	34.8	104	26	43	10.8	4	1

Menu Presenting and Ordering	Mean	S.D.	Very Important		Somewhat Important		Not Important		Not Very Important			
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage		
			7. Cleanliness of service staff	4.00	.9590	147	36.8	144	36	77	19.3	29
8. Professional service skills	3.86	1.008	125	31.3	143	35.8	22.5	90	36	9	6	1.5

Table 4.20 The Mean Score and Frequency of Importance Level of Customer Experience Touch Point During Menu Presenting Stage at Thai Full Service Restaurant

Customer Enjoying Food and Beverage	Mean	S.D.	Very Important		Important		Somewhat Important		Not Important		Not Very Important	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
			1. Decoration item on the table	3.47	.889	43	10.8	156	39	158	39.5	32
2. Equipment for each food item	3.69	.853	77	19.3	149	37.3	150	37.5	23	5.8	1	0.3
3. Taste of food and beverage	4.02	1.147	197	49.3	77	19.3	75	18.8	41	10.3	10	2.5
4. Appearance of food and beverage	4.01	.912	135	33.8	163	40.8	77	19.3	21	5.3	4	1
5. Freshness of food and beverage	4.21	.922	199	49.8	110	27.5	70	17.5	20	5.0	1	0.3
6. Cleanliness of food and beverage	4.25	.9251	215	53.8	90	22.5	76	19	19	4.8	0	0
7. Authenticity of food and beverage	4.06	.913	157	39.3	135	33.8	88	22	18	4.5	2	0.5

Table 4.21 The Mean Score and Frequency of Importance Level of Customer Experience Touch Point During Billing and Customer Leaving Stage at Thai Full Service Restaurant

Billing and Customer Leaving	Mean	S.D.	Very Important		Important		Somewhat Important		Not Important		Not Very Important	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
			1. The correction of bill	3.87	.940	121	30.3	137	34.3	113	28.3	27
2. Responsiveness of staff	3.94	.893	122	30.5	160	40.0	93	23.3	24	6.0	1	5
3. Loyalty program	3.46	1.063	69	17.3	133	33.3	131	32.8	47	11.8	20	0.3
4. Payment method	3.73	.993	99	24.8	146	36.5	114	28.5	32	8	9	2.3
5. The speed of the billing process	3.63	.994	84	21	143	35.8	124	31	40	10	9	2.3

4.1.5 Descriptive Statistics on Efficiency Level Toward Experience Touchpoints Along the Customer Journey

The purpose of this study is to evaluate the efficiency of the restaurant operation component during the customer journey in the Thai full-service restaurant. The independent variable were collected according to the touch point along the customer journey: Pre-arrival to the restaurant, arrival to the restaurant, entering to the dining are, menu presentation and ordering, customer enjoying the food and beverage, billed checked and customer leave the restaurant, post-arrival of the restaurant. The dependent variable is the satisfaction of the customer. To describe the variable in this study, the interpretation of the mean score of each variable were determined as appear in table 4.21.

Table 4.22 Measurement Efficiency Scale of Each Variable

Measurement Scales	Scores
Not efficient	1.00-1.80
Not highly efficient	1.81-2.60
Somewhat efficient	2.61-3.40
Efficient	3.41-4.20
Highly efficient	4.21-5.00

The independent variable and dependent variable were analyzed to evaluate the performance of each touchpoint in restaurant operation during the customer experience at Thai full-service restaurant to find out the efficiency of restaurant operational performance. Four hundred of respondents' perspectives are presented descriptive statistics in the form of frequency, man, and S.D., as shown in the table 4.22.

Table 4.23 Mean and Standard Deviation Perceived Performance Level Along the Customer Journey at the Thai Full-Service Restaurant

Performance of Restaurant Operation at Each Stage of the Customer Journey	Level of Opinion			
	\bar{X}	S.D.	Level of Evaluation	Rank
Pre-Arriving to the restaurant	3.75	.627	Efficient	5
Arriving at the restaurant	3.70	.594	Efficient	6
Entering to the restaurant	3.77	.551	Efficient	4
Menu presenting and food ordering	3.92	.584	Efficient	2
Enjoying food and beverage	3.98	.517	Efficient	1
Billing and customer leaving	3.87	.546	Efficient	3

According to the table 4.22, the result showed the customer's perspective on the performance of each stage during the customer journey. A customer perceived that all stage was at the efficient level. The highest score was at the period during customer enjoying food and beverage (\bar{X} = 3.98). Followed by the menu presenting and food ordering (\bar{X} = 3.92), during the billing and customer leaving (\bar{X} = 3.87), entering to the restaurant (\bar{X} = 3.77), pre-arriving to the restaurant (\bar{X} = 3.75) and the least score was arriving to the restaurant (\bar{X} = 3.70)

Furthermore, with a detail of each stage of customer journey, there were several experience touchpoints that contained the useful information such as the average, standard deviation. Interpreting each of the customer experience touchpoint along the customer journey provided the specific detail of customer perspective of each component that resulted the efficient in the restaurant operation. The data of each touchpoint was presenting as below

According to the table 4.23, the finding represents the performance of experience touchpoints along the customer journey during the pre-arriving stage at the Thai full-service restaurant. From the first stage which is the pre-arriving to the restaurant which had a mean score \bar{X} at 3.75, the highest score of this stage was the

ease of access to the restaurant location ($\bar{X} = 3.93$, 48.50%), followed by the availability of restaurant location on the online navigation program ($\bar{X} = 3.92$, 49%), ease of access to restaurant information with ($\bar{X} = 3.88$, 36.50%), availability of online information ($\bar{X} = 3.75$, 52 %) Lastly, the least score was the availability of offline information which \bar{X} is equal to 3.44, customer who agreed at this level accounted for 40.30% .

According to table 4.24, the second stage of the customer journey which is when a customer arrives at the restaurant ($\bar{X} = 3.70$). The highest score of perceived performance was at the “waiting time for the table” with the mean score at 3.89 (47.80%), followed by a “greeting of the host staff” at a mean score of 3.86 (50.80%) and “exterior decoration” ($\bar{X} = 3.68$, 41.50 %). The lowest score was at the “parking space” with the mean score at 3.44 (33.33%).

The third stage of customer journey was when customer had entered to the dining area. According to table 4.25 the highest mean score of the performance was at the “cleanliness of the dining area” ($\bar{X} = 3.93$, 40.30%) , “followed closely by airflow” ($\bar{X} = 3.93$, 50.30%), “temperature” ($\bar{X} = 3.88$,) and “scent in the dining area” ($\bar{X} = 3.80$, 22%). Lastly, the least score was the “decoration and furniture with the mean score of 3.64 (47.30%) and 3.64 (43%) respectively.

Next stage of the customer journey was when service staff present the menu and customer start ordering with the mean score of 3.92. Refer to table 4.26, the result indicated that most of the respondents’ opinion perceived the highest performance score at the “food and beverage price” with the highest mean score of 4.06 (36.80%) , followed by “cleanliness of staff and variety of choice” with the mean score of 4.02 (43.30%) and 4.02 (38.50%) respectively. The lowest mean score at this stage was regarding to the promotion campaign at the restaurant with the mean score of 3.62 (45%).

Following up stage of customer journey in Thai full-service restaurant was the Customer enjoying food and beverage. Table 4.27 indicated this was highlight stage among all stages since it is containing the highest score ($\bar{X} = 3.98$). Most of respondent’s opinion was regards to the “cleanliness of food and beverage” ($\bar{X} = 4.15$,

42.50%) and the “freshness of food and beverage (\bar{X} = 4.12, 47%) while the “Appearance of food and beverage” was come after with the mean score of 4.02 (47.30%) “Table decoration and equipment” seem to be the least performance with mean score of 3.76 (27.50%) and 3.84 (46.30%) respectively.

At the final stage of customer journey at the Thai full-service restaurant was the billing and customer leaving the restaurant. Table 4.28 presented the average mean score of 3.87. The highest score of this stage performance was the “correction of the bill” (\bar{X} = 4.04, 46.50%) and followed by “responsiveness of staff with the mean score of 3.98 (44%) and finally respondents showed their opinion on the least performance at the “loyalty program offered by restaurant (\bar{X} = 3.59, 39.80%).

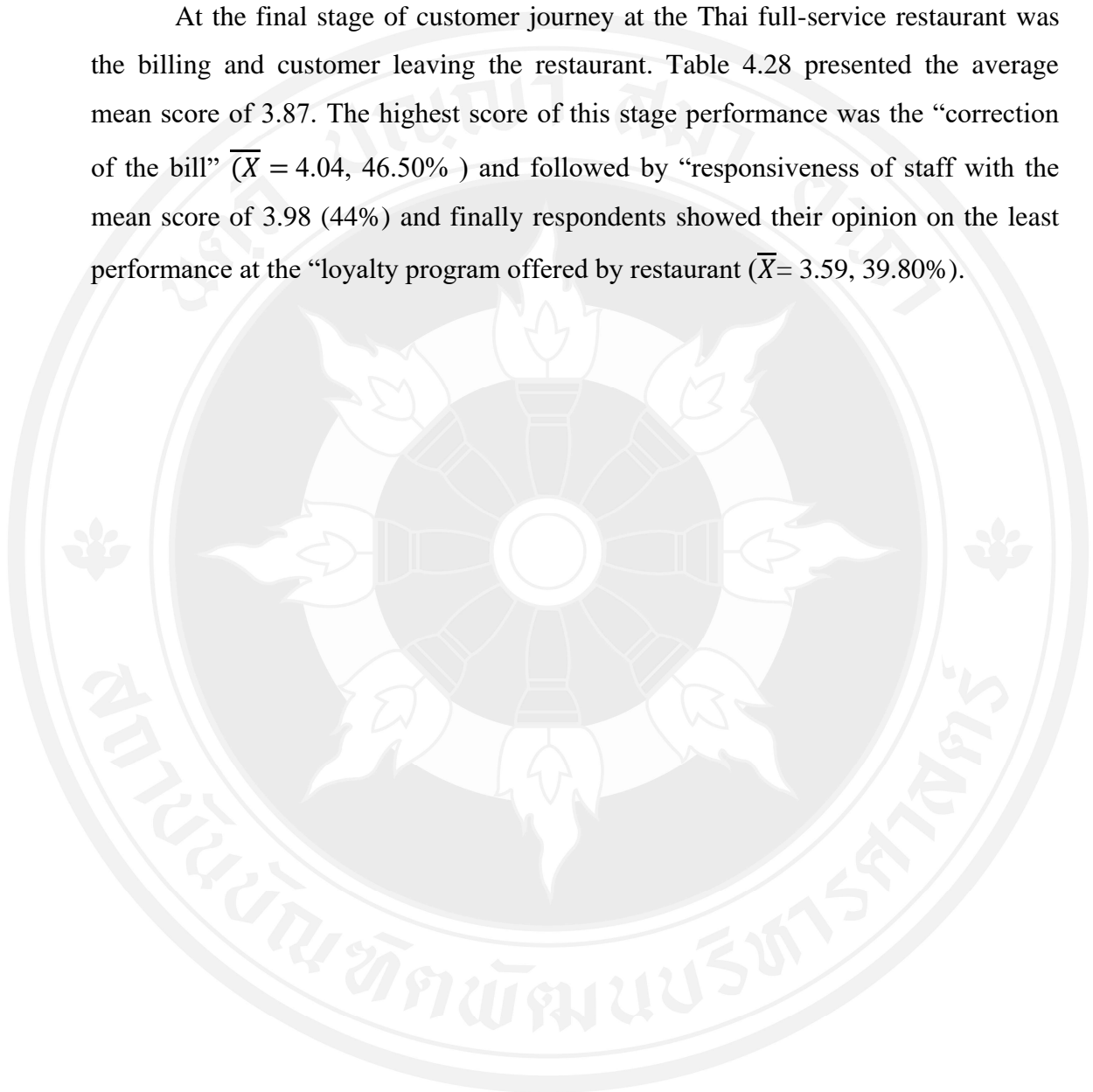


Table 4.24 The Mean Score, Frequency Table of Customer Perceived Performance of The Customer Experience Touchpoint During Pre-Arrival Stage at Thai Full Service Restaurant

Pre-arriving Stage at the Restaurant	Mean	S.D.	Very Efficient		Efficient		Somewhat Efficient		Not Efficient		Not very Efficient	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. Availability of online information	3.75	0.044	67	16.80	208	52.00	92	23.00	24	6.00	9	2.30
2. Availability of offline information	3.44	0.043	34	8.50	161	40.30	169	42.30	19	4.80	17	1.30
3. Ease of access to restaurant information	3.88	0.045	117	29.30	146	36.50	115	28.80	18	4.50	4	1.00
4. Availability of online booking	3.57	0.051	77	19.30	145	36.30	131	32.80	26	6.50	21	5.30
5. Availability of restaurant location on online navigation program	3.92	0.042	99	24.80	196	49.00	168	20.00	22	5.50	33	0.80
6. Ease of access to the restaurant location	3.93	0.043	108	27.00	183	45.80	87	21.80	19	4.80	2	0.80

Table 4.25 The Mean Score, Frequency Table of Customer Perceived Performance of the Customer Experience Touchpoint During Arriving Stage at Thai Full-Service Restaurant

Arriving Stage at the Restaurant	Mean	S.D.	Very Efficient		Efficient		Somewhat Efficient		Not Efficient		Not very Efficient	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. Parking Space	3.44	0.053	65	16.30	133	33.33	138	34.50	23	10.30	41	5.80
2. Exterior Decoration	3.68	0.045	74	18.50	166	41.50	126	31.50	27	6.80	7	1.80
3. Decoration of the waiting area	3.65	0.045	67	16.80	170	42.50	129	32.30	26	6.50	8	2.00
4. Greeting of the host staff	3.86	0.040	82	20.50	203	50.80	94	23.50	20	5.00	1	3.00
5. Waiting time for the table	3.89	0.041	94.00	23.50	191	47.80	95	23.80	19	4.80	1	3.00

Table 4.26 The Mean Score, Frequency Table of Customer Perceived Performance of the Customer Experience Touchpoint at Entering to the Dinning Stage at Thai Full-Service Restaurant

Entering to the Dining Area	Mean	S.D.	Very Efficient		Efficient		Somewhat Efficient		Not Efficient		Not very Efficient	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. Interior decoration	3.64	0.039	47	11.80	189	47.30	143	35.80	189	47.30	47	11.80
2. Furniture	3.64	0.040	55	13.80	172	43.00	150	37.50	172	43.00	55	13.80
3. Lighting	3.72	0.038	59	14.80	192	48.00	129	32.30	19	4.80	1	3.00
4. Airflow	3.93	0.040	96	24.0	201	50.30	83	20.80	20	5.00	0	0
5. Temperature	3.88	0.041	88	22.00	201	50.30	90	22.50	18	4.50	3	8.00
6. Scent in the dining area	3.80	0.044	91	22.80	169	42.30	116	29.00	18	4.50	6	1.50
7. Sound and music	3.72	0.043	71	17.80	182	45.50	118	29.50	23	5.80	6	1.50
8. Cleanliness of dining area	3.93	0.045	121	30.30	16	40.30	94	23.50	19	4.80	5	1.30
9. Other customer appearance and behavior	3.72	0.044	81	20.30	162	40.50	128	32.00	25	6.30	4	1.00

Table 4.27 The Mean Score, Frequency Table of Customer Perceived Performance of the Customer Experience Touchpoint at Menu Presenting and Ordering Stage at Thai Full-Service Restaurant

Menu Presenting and Ordering	Mean	S.D.	Very Efficient		Efficient		Somewhat Efficient		Not Efficient		Not very Efficient	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. Ease of the menu	3.85	0.042	91	22.8	187	46.8	101	25.30	16	4.00	5	1.30
2. Variety of choice	4.02	0.044	138	34.50	154	38.50	89	22.30	16	4.00	3	0.80
3. Food and beverage price	4.06	0.043	149	37.30	147	36.80	56	21.5	18	4.50	0	0
4. Promotion campaign at the restaurant	3.62	0.045	60	15.00	180	45.00	122	30.50	27	6.80	11	2.80
5. Communication skill of service staff	3.96	0.044	122	30.50	168	42.00	86	21.50	21	5.30	3	0.80
6. The appearance of service staff	3.87	0.043	102	25.50	171	42.80	104	26.00	21	5.30	2	0.50
7. Cleanliness of service staff	4.02	0.042	127	31.80	173	43.30	87	21.80	5	2.00	5	1.30
9. Professional service skills	3.95	0.044	122	30.50	161	40.30	97	24.30	17	4.30	3	0.80

Table 4.28 The Mean Score, Frequency Table of Customer Perceived Performance of the Customer Experience Touchpoint at Customer Enjoying Food and Beverage Stage at Thai Full-service Restaurant

Customer Enjoying Food and Beverage	Mean	S.D.	Very Efficient		Efficient		Somewhat Efficient		Not Efficient		Not very Efficient	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. Decoration item on the table	3.76	0.040	53	13.30	230	27.50	97	24.30	10	2.50	10	2.50
2. Equipment for each food item	3.84	0.041	87	21.80	185	46.30	114	28.50	8	2.00	6	1.50
3. Taste of food and beverage	3.94	0.045	129	32.30	142	35.50	109	27.30	17	4.30	3	8.00
4. Appearance of food and beverage	4.02	0.038	115	28.8	189	47.30	90	22.50	4	1.00	2	0.50
5. Freshness of food and beverage	4.12	0.038	135	33.80	188	47.00	69	17.30	7	1.80	1	0.30
6. Cleanliness of food and beverage	4.15	0.038	148	37.00	170	42.50	76	19.00	6	1.50	0	0
7. Authenticity of food and beverage	4.00	0.039	113	28.30	186	46.50	91	22.80	10	2.50	0	0

Table 4.29 The Mean Score, Frequency Table of Customer Perceived Performance of the Customer Point at Billing and Customer Leaving Stage at Thai Full-service Restaurant

Billing and Customer Leaving	Mean	S.D.	Very Efficient		Efficient		Somewhat Efficient		Not Efficient		Not very Efficient	
			Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. Correction of bill	4.04	0.039	121	30.30	186	46.50	84	21.00	8	2.00	1	0.3
2. Responsiveness of staff	3.98	0.040	116	29.00	176	44.00	96	24.00	11	2.80	1	0.3
3. Loyalty program	3.59	0.047	65	16.30	159	39.80	138	34.50	25	6.30	13	3.3
4. Payment method	3.87	0.040	91	22.80	182	46.50	113	28.30	12	3.00	2	0.50
1. The speed of the billing process	3.88	0.041	91	22.80	196	49.00	93	23.3	17	4.30	3	8.00

Table 4.30 Comparison of Importance Level and Efficiency Level of Each Customer Experience Touchpoints at Pre-arrival Stage

Pre-Arrival Stage	Important level of customer experience touchpoints			Efficiency level of customer experience touchpoints		
	\bar{X}	S.D.	Meaning	\bar{X}	S.D.	Meaning
Availability of information online	3.67	.926	Important	3.75	0.044	Efficient
Availability of information offline	3.36	.888	Somewhat important	3.44	0.043	Efficient
Ease of access to the restaurant information	3.76	1.02	Important	3.88	0.045	Efficient
Availability of online /application booking	3.53	1.13	Important	3.57	0.051	Efficient
Availability of restaurant location on GPS	3.92	.978	Important	3.92	0.042	Efficient
Ease of access to the restaurant	3.88	.934	Important	3.93	0.043	Efficient

Table 4.31 Comparison of Importance Level and Efficiency Level of Each Customer Experience Touchpoints at the Arrival Stage

Arriving stage	Important level of customer experience touchpoints			Efficiency level of customer experience touchpoints		
	\bar{X}	S.D.	Meaning	\bar{X}	S.D.	Meaning
Parking Space	3.16	1.186	Somewhat important	3.44	0.053	Efficient
Exterior Decoration	3.39	.920	Somewhat important	3.68	0.045	Efficient
Decoration of the waiting area	3.49	.986	Important	3.65	0.045	Efficient
Greeting of the host staff	3.78	.93248	Important	3.86	0.040	Efficient
Waiting time for the table	3.70	1.05203	Important	3.89	0.041	Efficient

Table 4.32 Comparison of Importance Level and Efficiency Level of Each Customer Experience Touchpoints at the Entering to Dinning

Entering to the Dining Area	Important level of customer experience touchpoints			Efficiency level of customer experience touchpoints		
	\bar{X}	S.D.	Meaning	\bar{X}	S.D.	Meaning
Decoration of the interior	3.52	.941	Important	3.64	0.039	Efficient
Furniture	3.55	.862	Important	3.64	0.040	Efficient
Lighting	3.68	.823	Important	3.72	0.038	Efficient
Airflow	3.85	.899	Important	3.93	0.040	Efficient
Temperature	3.84	.879	Important	3.88	0.041	Efficient
Scent in the dining area	3.79	.969	Important	3.80	0.044	Efficient
Sound and music	3.54	.964	Important	3.72	0.043	Efficient
Cleanliness of dining area	4.05	1.03	Important	3.93	0.045	Efficient
Other customer appearance and behavior	3.55	.969	Important	3.72	0.044	Efficient

Table 4.33 Comparison of Importance Level and Efficiency Level of Each Customer Experience Touchpoints at the Menu Presenting and Ordering Stage

Menu presenting and ordering stage	Important level of customer experience touchpoints			Efficiency level of customer experience touchpoints		
	\bar{X}	S.D.	Meaning	\bar{X}	S.D.	Meaning
	Ease of the menu	3.82	.932	Important	3.85	0.042
Variety of choice	3.87	.973	Important	4.02	0.044	Efficient
Food and beverage price	4.05	.965	Important	4.06	0.043	Efficient
Promotion campaign at the restaurant	3.50	1.054	Important	3.62	0.045	Efficient
Communication skill of service staff	3.96	.941	Important	3.96	0.044	Efficient
The appearance of service staff	3.77	1.002	Important	3.87	0.043	Efficient
Cleanliness of service staff	4.00	.9590	Important	4.02	0.042	Efficient
Professional service skills	3.86	1.008	Important	3.95	0.044	Efficient

Table 4.34 Comparison of Importance Level and Efficiency Level of Each Customer Experience Touchpoints at the Enjoying Meal Stage

Customer Enjoying Meal	Important level of customer experience touchpoints			Efficiency level of customer experience touchpoints		
	\bar{X}	S.D.	Meaning	\bar{X}	S.D.	Meaning
Decoration item on the table	3.47	.889	Important	3.76	0.040	Efficient
Equipment for each food item	3.69	.853	Important	3.84	0.041	Efficient
Taste of food and beverage	4.02	1.147	Important	3.94	0.045	Efficient
Appearance of food and beverage	4.01	.912	Important	4.02	0.038	Efficient
Freshness of food and beverage	4.21	.922	Very Important	4.12	0.038	Efficient
Cleanliness of food and beverage	4.25	.9251	Very Important	4.15	0.038	Efficient
Authenticity of food and beverage	4.06	.913	Important	4.00	0.039	Efficient

Table 4.35 Comparison of Importance Level and Efficiency Level of Each Customer Experience Touchpoints at the Billing and Customer Leaving Stage

Billing and customer leaving	Important level of customer experience touchpoints			Efficiency level of customer experience touchpoints		
	\bar{X}	S.D.	Meaning	\bar{X}	S.D.	Meaning
The correction of bill	3.87	.940	Important	4.04	0.039	Efficient
Responsiveness of staff	3.94	.893	Important	3.98	0.040	Efficient
Loyalty program	3.46	1.063	Important	3.59	0.047	Efficient
Payment method	3.73	.993	Important	3.87	0.040	Efficient
The speed of the billing process	3.63	.994	Important	3.88	0.041	Efficient

4.1.6 Descriptive Results of Customer's Consumption Emotion of the Customer Toward Overall Experience in Thai Full-service Restaurant

This section presents the data of the emotion that customers have with the Thai full-service restaurant Experience The emotion consumption was presented in 4 categories, which are comfort, excitement, annoyance, and romance.

Table 4.36 Measurement Scales of Consumption Emotion

Measurement Scales	Scores
Very low	1.00-1.80
Low	1.81-2.60
Neutral	2.61-3.40
high	3.41-4.20
Very high	4.21-5.00

The independent variable and dependent variable were analyzed to evaluate the consumption emotion of customer that they had from experience the customer experience touchpoint at Thai full-service restaurant. Four Hundred of respondents' perspective was presented descriptive statistic in form of frequency, man and S.D. as shown in the table below.

Table 4.37 Mean and Standard Deviation of Emotion Consumption from Experiencing Product and Service at the Thai full-service Restaurant

Emotion Consumption	Level of Opinion			Rank
	\bar{X}	S.D.	Level of Evaluation	
Comfort	3.920	0.56349	High	1
Romance	3.5281	0.7820	High	2
Stimulate	3.4085	0.81921	High	3
Annoyance	2.3750	1.09123	Low	4

According to the table 4.36, the finding represented the emotion of customer in consuming the product and service at the Thai full-service restaurant. The highest mean score of the customer's emotion that customer was comfort with the \bar{X} at 3.92, considered to be high level, second level also considered to be at the high level which was romance with the man score of 3.53. The third rank was the emotion of excitement which has the mean score of 3.41. Lastly with the lowest score of 2.38, the dimension of annoyance had been considered at the low level.

Additionally, within each emotion dimension, there was several descriptors. Each of them presented the information such as the average, standard deviation. Inferring each of emotion consumption may reveal the detail of customer feeling about the experience that customer has during the consumption in Thai full-service restaurant which influenced the customer satisfaction. The descriptive information of each emotion consumption are presented as follow

Table 4.38 Mean and Standard Deviation of Each Consumption Emotion

Dimension of Consumption Emotion	Emotion descriptor	Mean	S.D.	Level of Emotion
Comfort	Warm	3.78	.782	High
	Respected	3.96	.798	High
	Happy	4.14	.690	High
	Comfortable	4.03	.691	High
	Secured	3.86	.762	High
	Relaxed	3.95	.785	High
	Contented	3.83	.801	High
Annoyance	Frustrated	2.43	1.150	Low
	Irritated	2.28	1.238	Low
	Disappointed	2.32	1.207	Low
	Skeptical	2.44	1.151	Low
Stimulate	Surprised	3.09	1.131	Neutral
	Curious	3.26	1.139	Neutral

Dimension of Consumption Emotion	Emotion descriptor	Mean	S.D.	Level of Emotion
Romance	Excited	3.53	1.068	High
	Passionate	3.36	1.045	Neutral
	Grateful	3.79	.785	High
	entertained	3.59	.862	High
	Loving	3.66	.953	High
	Romantic	3.43	1.038	High
	Sentimental	3.42	1.078	High

According to table 4.37, the finding represented the level of the customer's emotion after experiencing the food and service at a Thai full-service restaurant. From the comfort dimension, most of the descriptors presented the score at a high level. The highest mean score was happy ($\bar{X} = 4.14$), followed by comfortable ($\bar{X} = 4.03$), Respected ($\bar{X} = 3.96$) and relax ($\bar{X} = 3.95$). The lowest score was also interpreting at a high level, warm with the mean score at 3.89.

The next consumption emotion dimension presented the information in the opposite direction. All of the descriptors were presented at a low score level. This dimension was the "Annoyance" dimension, which represented the negative dimension. Having a low score in this dimension determined the positive emotion of their overall experience. The highest score was skeptical with the mean score of 2.44, considered to be at the low level, followed by the frustrated ($\bar{X} = 2.44$), and disappointed ($\bar{X} = 2.34$) irritated ($\bar{X} = 2.29$) respectively. The third emotional dimension referred to the simulation with 6 descriptors. The highest mean score was grateful ($\bar{X} = 3.80$) followed by entertained ($\bar{X} = 3.60$) and excited ($\bar{X} = 3.53$), which all interpreted at a high level. The other three descriptors which were passionate ($\bar{X} = 3.36$), Curious ($\bar{X} = 3.26$) and surprised ($\bar{X} = 3.09$) interpreted to the neutral level. Lastly, Romance was the consumption emotion that has only 3 descriptors to study. The descriptor in the highest mean score of romance was loving ($\bar{X} = 3.66$), followed by romantic ($\bar{X} = 3.43$) and Sentimental ($\bar{X} = 3.42$) respectively.

4.1.7 Descriptive Statistics of Customer Satisfaction Meal Experience at Thai Full-service Restaurant

The dependent variable referred to the customer satisfaction that customers have with the Thai full-service restaurant experience. The measurement scales that presented the level of customer satisfaction according to table 4.38

Table 4.39 Measurement Scales of Behavioral Intention

Measurement Scales	Scores
Strongly disagree	1.00-1.80
Disagree	1.81-2.60
Neither agree nor disagree	2.61-3.40
Agree	3.41-4.20
Strongly agree	4.21-5.00

After the customer had finished their experienced or went through the entire journey at the Thai full-service restaurant, the overall customer satisfaction was at the mean score of 4.10. This indicated that customers agreed that they were satisfied with the customer experience they received from the Thai full-service restaurant.

Table 4.40 Respondents' Satisfaction

Behavioral Intention	Mean	S.D.
Overall customer satisfaction	4.10	0.634

4.2 Tourist Behavior of in Thai Full-service Restaurant (Objective 1)

Objective 1: To identify the tourist behavior at Thai full-service restaurant

The research objective was to identify the tourist behavior of international tourists in Thai full-service restaurants. A business can learn the preference of customers and design the best suitable product for each group of customers. From the result of the study, tourist behavior in Thai full-service restaurant can be defined as follows

Demographic Factors. People from different destinations may have a different preference and they approached to the local food taste in different way. From the background : Country of origin have determine the favor preference From the interview result, American and European tourists may have comments on the strong taste of food, sometimes food is too spicy, but tourist from Korea said that they like Thai food since similarity in the taste. This demographic profile is not only about country of origin but may be concerned by the age, gender, education, marital status, or the religious. From the qualitative result, customer who visited Thai full-service restaurant may dwell in a group of 3-5 persons or couples with the closed relationship as friend and family preferred the set menu since it is many choices available and do not have to be so adventure of mixing the taste, additionally set menu also provide many taste together which suitable for all ages. However, for the younger generation they prefer to go to the full-service restaurant from the decoration and relaxation. From the

Male rate the efficiency level of food taste in the highest level on the other hand woman are more concerned about the beautiful decoration, overall atmosphere and convenience location, After the service , female used more social media than male to inform other about their meal experience which normally use the beautiful picture to put on the social media.

Tourists have done some research for their best restaurant to visit or what they should order. Website, and social media are the most popular source for all group since it is very convenient and updates. Some tourist preferred to have the navigation program to accommodate themselves to find the way from accommodation or tourist attractions.

The motivation factor derived tourists to go to Thai full-service restaurants is to experience Thai food, which accounted for 29.17 percent. From the further survey by the semi-structured interview, many tourists mention that they tried the local food as they want to experience something new and extraordinary. By trying the local cuisine in one of the opportunities for tourists to learn and feel according from the experiences that they have received, this unexpected pleasant will lead to satisfaction later.

The other motivating factor is a chance that they can be socialized with a friend. They can be bonded together. As they are traveling in a group, go to Thai full-service restaurant allowed them to share food and exchanging the opinion about their perception and preference while enjoying Thai food. Those experiences shared with someone can add to the pleasure taken from travel

The influence factor that encouraged customer to Thai full-service restaurants were the taste of Thai food and the cleanliness of the restaurant. The detail of this comment is also found in the semi-structured interview that Thai food is plenty of the herb, seafood, and fresh vegetable; these considered Thai food to the tourist as healthy food. Moreover, travel away from home, many tourists concerned a lot with the cleanliness of food as well as at the restaurant.

As the revealed result, tourist behavior plays the vital role in determining the customer experience model since experience it is not happened by restaurant itself. Customer experience is rather happened from customer's feeling about touchpoints that company try to orchestrate them together while customer interact with restaurant. Therefore, customer experience is all planed by the company to achieve customer's positive feeling. As we all realized that customer is not the same, understanding their preference and their behavior is the vigorous role in determining the customer experience model.

4.3 The Efficiency of Customer Experience Touchpoints through the Customer Journey in Thai Full-service Restaurant (Objective 2)

Objective 2: To evaluate the efficiency of customers experience along customer journey in Thai full-service.

4.3.1 The Efficiency of Customer Experience Through the Customer Journey in Thai Full-service Restaurant by the Quantitative Analysis (Objective 2)

In this section, the researcher aimed to test each customer experience touchpoint's efficiency by using the Paired T-test to investigate the efficiency of the customer experience touchpoint by comparing two independent variables to find the gap between two groups of a variable.

H0: The importance and performance level of each customer experience touchpoint are significantly the same.

H1: The importance and performance level of each customer experience touchpoint are significantly different.

Table 4.41 The Significantly the Difference and the Same of the Importance and Efficiency Level of Each Customer Experience Touchpoint

Pair of Each Customer Experience Touchpoint	P Value >0.05	Pair of Each Customer Experience Touchpoint	P Value < 0.05
Availability of online information	.096	Ease of access to restaurant information	.012
Availability of offline information	.144	Parking space	.000
Availability of online / application booking	.424	Exterior Decoration	.000
Availability of restaurant location on GPS	.836	Decoration of the waiting area	.001

Pair of Each Customer Experience Touchpoint	P Value >0.05	Pair of Each Customer Experience Touchpoint	P Value < 0.05
Ease of access to the restaurant location	.275	Waiting time for the table	.000
Greeting style of the host staff	.118	Decoration of interior	.012
Furniture	.053	Sound and the Music	.001
Lighting	.356	Cleanliness of the dining area	.029
Air flow	.125	Other customer appearance and behavior	.000
Temperature	.456	Variety of choice	.002
Scent in the dining area	.876	Promotion campaign at the restaurant	.009
Ease of menu	.424	Appearance of service staff	.037
Food and beverage price	.837	Table decoration (Vase or linen)	.000
Communication skills of service staff	.961	Equipment for each food item	.001
Cleanliness of service staff	.753	Freshness of food and beverage	.037
Professional service skills	.051	Cleanliness of the food and beverage	.026
Taste of food and beverage	.084	The correction of the bill	.000
Appearance of food and beverage	.705	Loyalty program offered by restaurant	.004
Authenticity of food and beverage	.155	Payment method	.005
Responsiveness of the staff	.348	The speed of billing process	.000

According to table 4.40, the result of a paired t-test of forty customer experience touchpoints revealed that 20 pair of customer experience touchpoints

showed the significant difference of important and efficient level ($P < 0.05$) and 20 pairs of customer experience touch points significantly the same between important and efficient level ($P > 0.05$). Detailed are shown in Table 4.41. The item that showed significant differences should consider them closely. Seven pairs showed the importance of level higher than the efficiency level

Pair No. 5 (Availability of restaurant location on online navigation program), Pair No. 19 (Cleanliness of the dining area), Pair No. 25 (Communication skills of service staff), Pair No. 31 (Taste of food and beverage). Pair No. 33 (Freshness of the food and beverage) and No. 34 (Cleanliness of food and beverage), Pair No. 35 (authenticity of the food and beverage). The performance of these 7 touchpoints revealed that these seven factors of customer experience touchpoint might have the problem of providing below the desired level of customer.

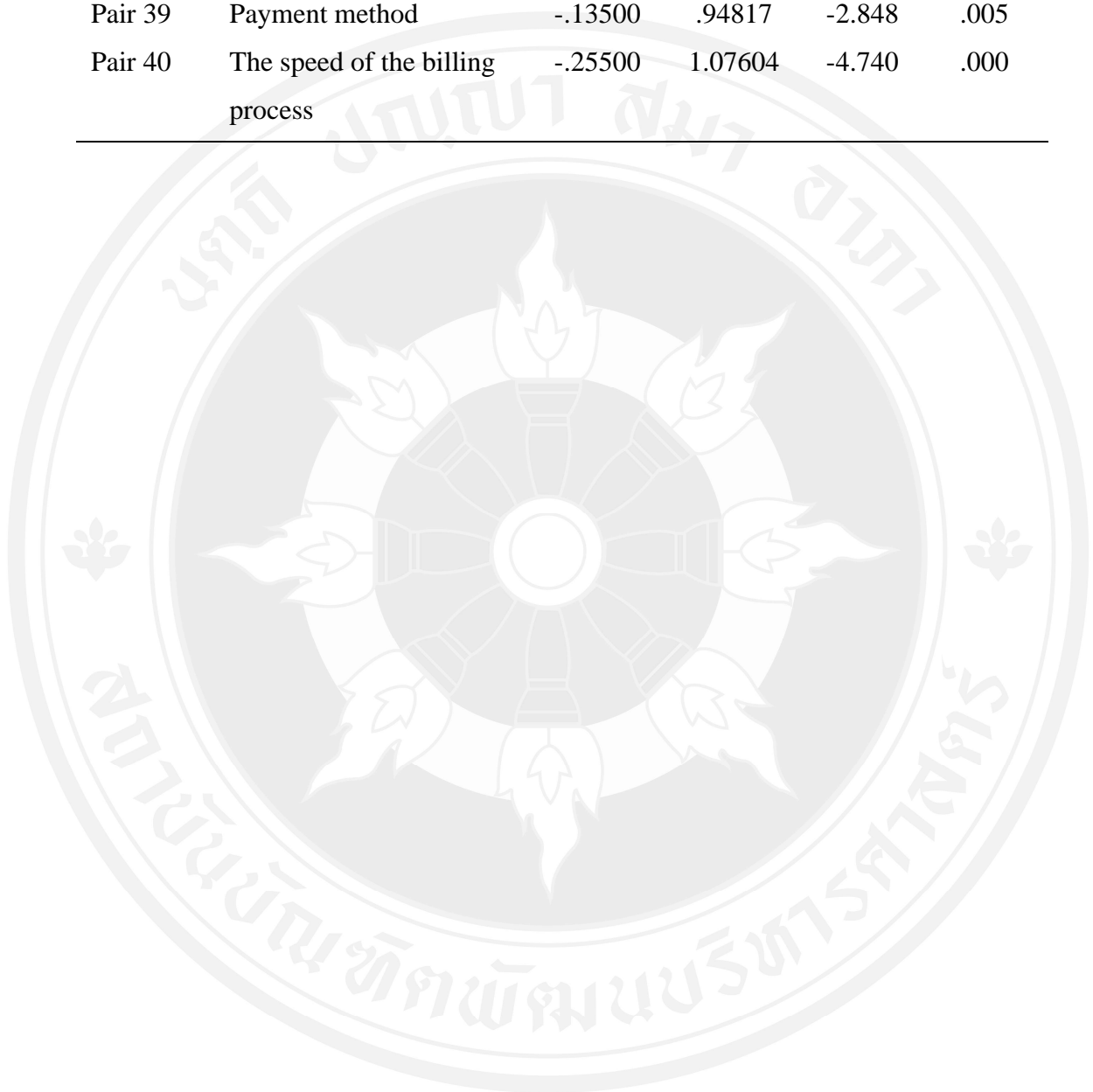
Figure 4.1 All the customer experience touchpoints were put into IPA analysis that compared the customer experience touchpoints' importance and performance. The result found that most customer experience touchpoint variables fall into Quadrant I (Keep up the good work) of high Important and high performance and Quadrant III (low Priority) with low important and low performance. In quadrant, I, which represented the outstanding performance, most of them refer to the stage when customers enjoy meals such as appearance, price taste, freshness, and food authenticity. At quadrant III with the low priority, most of the customer experience touchpoints were the other components besides food such as the decoration, furniture, or the restaurant's airflow. At quadrant IV, customer experience touchpoints presented a low level of importance. However, the restaurant can do very well with the billing process and billing space, which reveals that most of the touchpoints excel and orchestrate very well and efficiently to make tourists have an excellent experience at the Thai full-service restaurant.

Table 4.42 The Result of Paired T-Test for the Customer Experience Touchpoint

Pair of Each Customer Experience Touchpoint	Mean	Std. Deviation	t	Sig. (2-tailed)
Pair 1 Availability of online information	-.08000	.95964	-1.667	.096
Pair 2 Availability of offline information	-.07500	1.02567	-1.462	.144
Pair 3 Ease of access to restaurant information	-.12250	.97204	-2.520	.012
Pair 4 Availability of online booking	-.04250	1.06232	-.800	.424
Pair 5 Availability of restaurant location on online navigation program	.01000	.96552	.207	.836
Pair 6 Ease of access to the restaurant location	-.05500	1.00723	-1.092	.275
Pair 7 Parking Space	-.28000	1.10438	-5.071	.000
Pair 8 Exterior Decoration	-.28500	.98804	-5.769	.000
Pair 9 Decoration of the waiting area	-.16250	.93181	-3.488	.001
Pair 10 Greeting of the host staff	-.07500	.95743	-1.567	.118
Pair 11 Waiting time for the table	-.19250	1.06455	-3.617	.000
Pair 12 Interior decoration	-.11500	.91316	-2.519	.012
Pair 13 Furniture	-.08500	.87733	-1.938	.053
Pair 14 Lighting	-.04000	.86618	-.924	.356
Pair 15 Airflow	-.07500	.97558	-1.538	.125
Pair 16 Temperature	-.03750	1.00430	-.747	.456
Pair 17 The scent in the dining area	-.00750	.95903	-.156	.876
Pair 18 Sound and music	-.17500	1.08041	-3.240	.001
Pair 19 Cleanliness of dining	.11500	1.05097	2.188	.029

Pair of Each Customer Experience	Touchpoint	Mean	Std. Deviation	t	Sig. (2-tailed)
	area				
Pair 20	Other customer	-.17250	.95395	-3.617	.000
	appearance and behavior				
Pair 21	Ease of the menu	-.03750	.93717	-.800	.424
Pair 22	Variety of choice	-.14750	.96076	-3.070	.002
Pair 23	Food and beverage price	-.01000	.97070	-.206	.837
Pair 24	Promotion campaign at	-.12500	.94690	-2.640	.009
	the restaurant				
Pair 25	Communication skill of	.00250	1.03206	.048	.961
	service staff				
Pair 26	The appearance of	-.10500	1.00324	-2.093	.037
	service staff				
Pair 27	Cleanliness of service	-.01500	.95239	-.315	.753
	staff				
Pair 29	Decoration item on the	-.29500	.96712	-6.101	.000
	table				
Pair 30	Equipment for each food	-.15250	.87244	-3.496	.001
	item				
Pair 31	Taste of food and	.08250	.95287	1.732	.084
	beverage				
Pair 32	The appearance of food	-.01750	.92430	-.379	.705
	and beverage				
Pair 33	The freshness of food	.09250	.88368	2.094	.037
	and beverage				
Pair 34	Cleanliness of food and	.10250	.91875	2.231	.026
	beverage				
Pair 35	The authenticity of food	.06250	.87779	1.424	.155
	and beverage				
Pair 36	Correction of bill	-.17500	.86675	-4.038	.000

Pair of Each Customer Experience	Touchpoint	Mean	Std. Deviation	t	Sig. (2-tailed)
Pair 37	Responsiveness of staff	-.04250	.90429	-.940	.348
Pair 38	Loyalty program	-.13500	.92948	-2.905	.004
Pair 39	Payment method	-.13500	.94817	-2.848	.005
Pair 40	The speed of the billing process	-.25500	1.07604	-4.740	.000



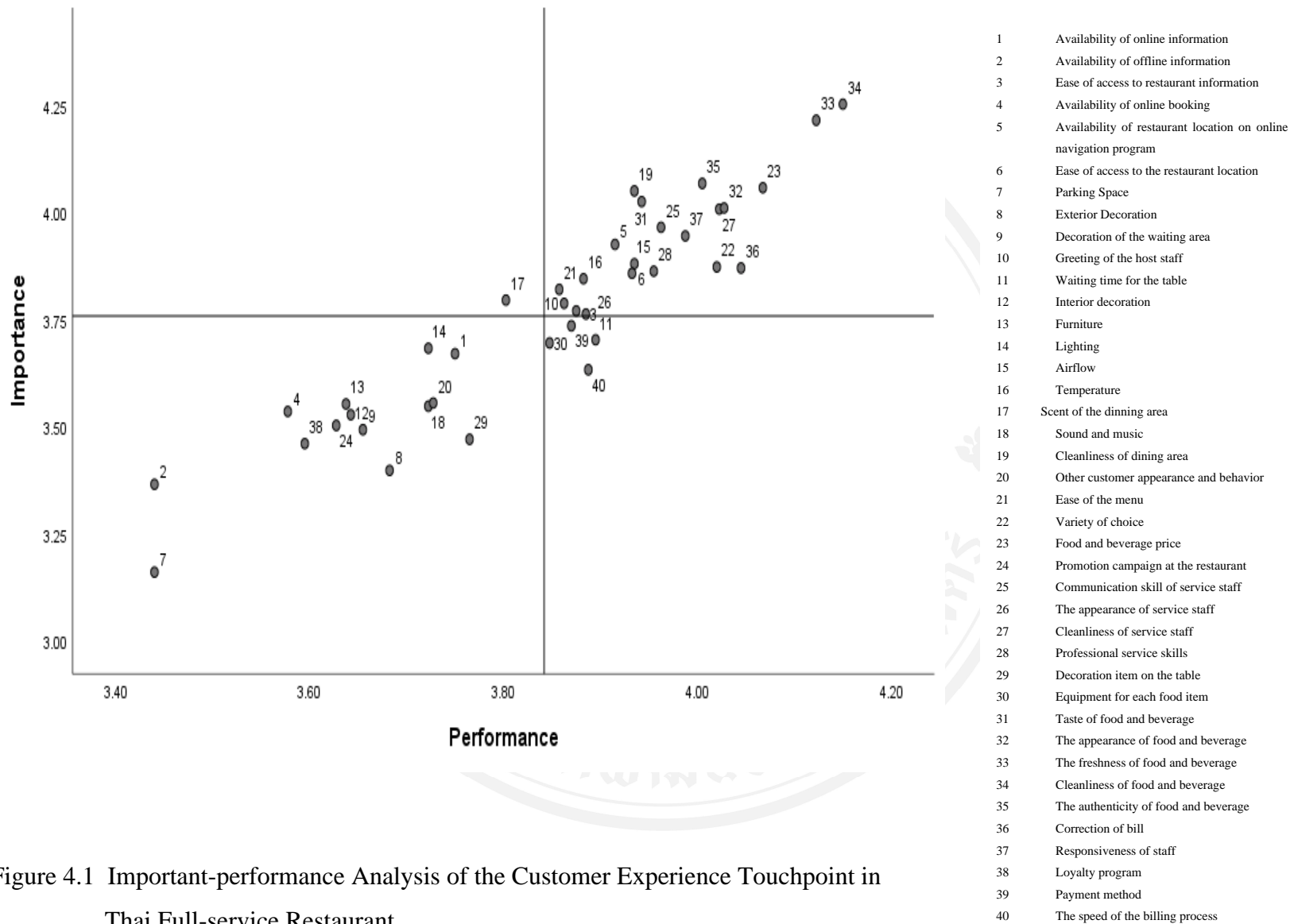


Figure 4.1 Important-performance Analysis of the Customer Experience Touchpoint in Thai Full-service Restaurant

4.3.2 The Efficiency of Customer Experience Through the Customer Journey in Thai Full-service Restaurant by Qualitative Analysis (Objective 2)

The qualitative method was used to access the information of the customer's perspective in detail as well as test the validity as the triangular check of the information. The semi-structured interview was practiced as the research tool. The interview's key informant to collect the data was divided into two groups; International tourist and restaurateurs. These interviews aimed toward research objective 2 to evaluate the efficiency of customer experience management Thai full-service restaurant to enhance the performance of the Thai full-service restaurant to create customer satisfaction, leading to competitive advantage in the future. In interpreting the results, the researcher uses the codes to identify the party

- 1) CS stands for the customer who had visited a Thai full-service restaurant
- 2) RT stand for the restaurateurs who may be the owner or the restaurant manager or the restaurant staff

To answer the efficiency of the current customer experience management in Thai full-service restaurant, the analysis of the research question shown as follows

Key informant: International Tourist

- 1) What do you impress about Thai full-service restaurant? (CS: RQ1)
- 2) What should be improved to generate a better experience at a Thai full-service restaurant? (CS: RQ2)

Key Informant: Restaurateur

- 1) How do you design the experience and manage the customer experience touchpoint? (RT: RQ4)
- 2) What can be the most difficulty/obstacle to designing the customer experience at Thai full-service restaurant (RT: RQ4)

4.3.2.1 The efficiency of customer experience through the customer journey in Thai full-service restaurant by the qualitative analysis, International Tourist perspective (Objective 2)

There were 30 tourists as the key informants to answer question to investigate the customer's perspective on their experience when they visited Thai full-service restaurant and investigate which touchpoint along their customer journey required to create an excellent experience for the customer. The information summarized according to each stage of customer journey which are 1) Pre-Arriving to the restaurant 2) Arriving at the restaurant 3) Entering to the restaurant 4) Menu presenting and food ordering 5) Enjoying food and beverage 6) Billing and customer leaving

Question 1: What do you impress about Thai full-service restaurant

This question aimed to investigate the restaurant operation's efficiency in managing customer experience from the customer point of view. Most of the tourist has good experience and satisfied with the restaurant. Several customer experience touchpoints have been mentioned as the influence factor of their excellent experience.

1) Pre- arriving Stage

Accessibility of the restaurant

Location played an essential role in helping the restaurant succeed, and a good location allowed the customer to reach to restaurant easier, either from the accommodation or from the tourist attraction. If the restaurant is difficult to find or not easily reach, the customer may have a bad experience from the beginning of the customer journey.

To overcome the problem of getting lost or can't find the restaurant, tourists typically prefer to choose the restaurant from the online navigating program such as Google Map or follow the map of review application such as TripAdvisor. Moreover, some of the tourists mentioned that it was convenient for them to contact the restaurant through the hotel concierge, transfer service also arranged together with the meal, tourists founded that it was very convenient and efficient for them

“It is desperate to get lost the way to go to the restaurant since every taxi does not know the restaurant's location. CS4”

“Luckily that I have found this restaurant on the way back from emerald buddha temple to the Temple of Dawn, convenience and good taste. CS22.”

2) Arriving at the restaurant

Exterior design

Some customer chooses to go to the restaurant on the way from the tourist attraction by walking around the area and selected to visit the restaurant from the exterior decoration and host staff that greeting in front of the restaurant. Most of the time, parking space is not the main problem of international tourist since they traveled by the public transportation or walk around the area.

“There are plenty of full-service restaurant around the famous tourist attraction, we do not have to make reservation at all , convenience and easy. Finally we go to the restaurant with the nice exterior and price is not very high, CS15”

3) Entering to the restaurant

Interior decoration

Interior decoration is a vital touchpoint in creating an excellent customer experience. The restaurant can generate a feeling of excitement and joy to tourists. The interior can add value and elevate the experience to a higher level. A customer mentioned that they like to go to a restaurant that gives them a fun experience and a good taste of food.

Tourists recognized that the restaurant uses furniture and artifact, which can reflex the traditional Thai culture to them as building up the story of the Thai experience to be more explicit. Still, the decoration in the Thai full-service restaurant does not have to be a traditional style. It can be a Thai retro style that presents Thai's lifestyle, such as an old sawing machine as the dining table, adapts the cabinet board of the pharmacies as the wall decoration, or the old fashion toy as the

artifact in the restaurant. Thai full-service restaurants can decorate in the modern setting with the sense of Thai style using chairs, the tablecloth, and wall decorations.

“The restaurant used the old-style kitchen equipment and utensils as part of the decoration. It is fun to learn a local life through the decoration while we are waiting for our food.” (CS23)

4) Menu presenting and food ordering

Menu

The menu is not only the food list available in the restaurant, but the menu is the communication tool that created the understanding of each food item in the menu and stimulate the customer to order. Some of Thai full-service restaurant has designed this experience touchpoint very well, but some restaurant still did not realize about this necessity. Tourist has commented that there is some difficulty understanding the menu, so they hardly ordered the new item, they chose to order the menu that they have tried before. The difficulty comes from some of the restaurants using the local language without explanation in the appropriate language or some of the ingredients or the food name that are not interpreted well. Moreover, the tourist needs the service staff's assistance to interpret, explain, or give some recommendations. This assistance can help the tourist to try the various menu and enjoy more of the meal experience.

“Even though the menu provides the picture, but all menu look very similar, not so different. I have to ask for more explanation from the staff.”
CS17

“Many food items are new to me even though it has an explanation in English but still wonder it is what I have looked for” CS20

“Service staff is a big help in explaining since sometimes the menu use the local ingredient that I do not know before.” CS30

Service staff

Service staff is one of the most critical components in creating the meal experience besides the primary purpose like food and beverage. The interaction between people can determine positive or negative feelings. Language proficiency is another concern of tourists since misunderstanding or disappointment can create if the service staff can't communicate well with the customer. The attentive, friendly, and helpful, and professional staff can create a positive feeling

Service staff is the solution for the unfamiliar and lost tourists who want to have a good experience. Tourists may have little information about Thai cuisine; they might not know a good combination of the food item. Staff who have menu knowledge, persuasive skills can help generate an excellent experience. Moreover, the friendly staff can create a human touch that everyone is appreciated.

“Service staff looked after us so well and couldn't do enough for us with recommendations on the menu and very attentive service” CS25

“The service was excellent, and the staff was very efficient and prompt.” CS2

“Service staff looks very young and inexperienced, she can't recommend anything to me, but the restaurant has a very good potential.” CS16

5) Enjoying food and beverage

Taste

Thai food has the unique taste of mixed ingredients and spice such as fresh meat or seafood, various herbs, and local vegetables with a distinguished cooking method. Customer impressed with the local taste with authenticity, excellent presentation, and combination of food and beverage. Some tourists prefer to order food on the set menu to have the whole meal's aesthetic balance.

“I love the taste of Thai food, that combined many flavor together, especially when order the set menu, all flavors; sour, spicy or sweet and textures are united to create the aesthetic balance.” CS5

6) Billing and customer leaving

Price

Price has represented the value of the meal that the customer received, the restaurant that can create an excellent experience usually does not have any problem with the price. Customer perceived that if the restaurant is designed and manage the experience touchpoints efficiently enough, the high price is deserved. Most tourists determine the meal is expensive when they compare the experience with the other type of restaurant.

“Price is relatively high, but the food is so good, and the staff are very efficient.” CS 4

“As long as it is worth the money.” CS2

Complimentary appetizer or dessert

When the customer arrived at the restaurant or after the ordering process, the tourist has to wait for the food. Some restaurants serve some snacks or pre-appetizer to open the customer's taste buds, such as dried banana, the fish chip, or Mieng Kham (Thai style herb salad served in the Betel leaf) to welcome customers. After the meal, some restaurant thanks you, the customer with the goody like the coconut milk candy or the seasonal fruit. These complimentary make the customer feel excited to test something local snack. They also appreciate little detail that the restaurant adds some special to the beginning or end of a meal.

“The free snack is a nice symbol of welcome and goodbye.” CS16

Question 2: What should be improved in Thai full-service restaurant to let the restaurant manage the customer experience better?

Most of the respondents did not have a horrible experience in Thai full-service restaurants. Still, they might have some difficulty interacting when they have a food service consumption journey at a Thai full-service restaurant. Therefore, this question allowed the customer to manage customer experience at a Thai full-service restaurant?

1) Communication error

Most full-service restaurants that popular to international tourists have the menu in English. However, they're still some unclear communication through the menu, such as a specific ingredient. Some menu has a problem using the local pronunciation for a food item that does not make understandable, even though restaurant showed the picture of the food in the menu, much time they need help from service staff recommended customer avoid facing problem by ordering the same menu.

“Picture of all stir-fried and spicy salad look so similar.” C24

2) Staffs lack of professional skill

Some of the staff are very good and attentive, but some of the staff neglect the customer. Each position should be aware of what their duty is and focus on their job. The service staff should have enough food to recommend or answer customers' specific questions, such as an ingredient on the menu.

“Waiter can't tell me the ingredient of the grilled beef salad. I have to ask many questions since I am allergic to many ingredients, such as garlic.” CS10

3) Language proficiency of staff

Each service staff should communicate at an understandable level since the service staff needs to greet, recommend the menu, or have some conversation with the customer. This study is focused on the international tourist perspective; therefore, at least the service provider should be able to speak English. In some case, the communication of other languages may be required, such as Chinese or Korean

“I can't speak English very well. Mostly the menu is in English. It is a little difficult for me to order the new food quite adventure. ” CS6

4) Food stylist

The appearance of Thai food is simple, with a mix of all ingredients at once. Most Thai food might look similar, but the beauty of Thai food is the mix of many dishes together with different color or fresh ingredients. Therefore, when customers ordered only a single dish, the food's appearance might not be the best comparable to the menu from some country, except some particular design restaurant that specially serves the stylish food with the innovative style.

“Thai food taste is pleasant, full flavor but the appearance of the food is simply not very photogenic.” CS30

5) Unhealthy ingredient

Many tourists had critiqued that they can have Thai food for a couple of times. Still, not all the time since they found that many of process of cooking Thai food was not very healthy such as the deep-fried, stir fry is full of cooking oil, white rice also not very healthy, and many of the dishes is very salty and surgery. Option of healthy food or organic food might help to stimulate better experience to some group of tourists.

“It is fun to have Thai food for couple time but not all the time, too much fat and sugar” CS19.

All the issue that customer mentioned about the efficiency of the customer experience touchpoint. The researcher has concluded the issues in Table 4.46.

Table 4.43 Efficiency of the Customer Experience Management in Thai-Full-service Restaurant (Tourist Perspective)

Efficiency of Customer Experience Management in Thai Full-Service Restaurant	Respondent	Total (People)
Question 1: What do you impress about Thai full-service restaurant		
1. Pre-arriving stage		
Accessibility	CS3 CS4 CS22 CS26	4
2. Arriving Stage		
Exterior decoration	CS11 CS15 CS27 CS28	4
3. Entering to the dining area		
Decoration	CS21 CS23 CS18 C22 CS29	6
Ambience	CS30	3
	CS9 CS14 CS19	
4. Menu presenting and ordering		
Menu	CS2 CS7 CS13 CS17 CS23	6
Service staff	CS25	6
	CS3 CS4 CS7 CS12 CS16	
	CS25	
5. Customer enjoying food and beverage		
Taste	CS1 CS5 CS7 CS8	15
	CS10 CS11 CS15 CS16 CS19	
	CS20 CS 21 CS23 CS24 CS27	
	CS28	
6. Billing and customer leaving		
Complementary appetizer and dessert	CS12 CS16 CS25	3
Price	CS1 CS2 CS4 CS6 CS12	5

What should be improved in Thai full-service restaurant to let the restaurant manage the customer experience better? (obj 2)

1. Communication error	CS3 CS4 CS7 CS10 CS11 CS12 CS14 CS17 CS24 CS25 CS26	11
2. Staff lack of professional skill	CS1 CS2 CS10 CS11 CS12 CS15 CS16 CS27 CS28	9
3. Language proficiency	CS4 CS5CS6 CS8 CS9 CS13 CS18 CS19 CS29 CS30	10
4. Food style	CS20 CS21 CS22 CS23	4
5. unhealthy ingredient	CS1 CS2 CS4 CS6 CS12	5

4.3.2.2 The efficiency of customer experience through the customer journey in Thai full-service restaurant by the qualitative analysis, International Tourist perspective (Objective 2)

In analyzing the qualitative approach, researchers used a semi-structured interview to answer the research question which are the following

- 1) How do you design the experience and manage the customer experience touchpoint?
- 2) What can be the most difficulty/obstacle to designing the customer experience at Thai full-service restaurant

Ten restaurateurs provide information on the restaurant operation side in managing the best customer experience in their operation setting. In interpreting the results, researcher uses the short code to identify the restaurateur as RT. the summary are as follow:

Question 1: How do you design the experience and manage the customer experience touchpoint?

The information presented according to each stage of customer journey which are 1) Pre-Arriving to the restaurant 2) Arriving at the restaurant 3) Entering to the restaurant 4) Menu presenting and food ordering 5) Enjoying food and beverage 6) Billing and customer leaving

1) Pre-Arriving to the restaurant

During the period of pre-arriving , it is defined as the period before customer arrived to the restaurant, it concerned with how the restaurateurs promotes their facility to customer such as the online information, offline information that help customer to reach to the restaurant as well as the physical accessibility of the restaurant. The current practice that the restaurateur has performed are as follow:

According to answer of the restaurateur, the study found that in the digital era, everyone is reached by web site and social media. It is mandatory for restaurant to reach their customer and potential customer through these online channels since online channel gives the plenty of area for restaurant to advertise and update their information to customer and potential customer. The other restaurateur also mentioned that customers visited the review website or application in order to make decision.

The regular application that tourist used are TripAdvisor, Google Map, Micheline Guide or the specific tourism application in that city, to access to the restaurant online. It allowed tourist to have enough information to make decision and plan their trip. Beside the information about restaurant, operation time, recommended menu, testimonial of the pervious client, the online channel can give most of convenience to customer in making the reservation for their meal.

To be able to prepare, plan the event ahead of time can generate the better experience to customer, restaurant should keep on updating the information and administrating the page to make the restaurant lively at all time.

“The information in the guidebook is outdate and difficult to change based on the dynamic environment, moreover no one carry the guidebook anymore since they can have everting in their mobile phone at the online site.” (RT9)

“You do not have to be the big restaurant with many branches to be famous. The more convenience that customer can have the information is the better experience that restaurant can manage. However, online application can have benefit and drawback.” (RT10)

2) Arriving at the restaurant

Once customer have arrived at the restaurant, some facilities are required such as the parking space or the waiting area

Restaurant that had main target as the international tourist normally focus on the prime location that closed to the tourist attraction more than the parking space since tourist normally use the public transportation. Therefore, the restaurants do not necessary to provide many of parking.

“Restaurant located in the prime location, near by Emerald Buddha Temple and Grand palace, parking space is very limited, and tourist do not need the parking space.” (RT2)

Other restaurateur mentioned that they set up the exterior to be attractive and welcome all customers. Just a small area that customer can wait for the table or smoking. It needed to be under the shad for customer to wait, they have prepared menu for customer to select some disk while waiting or some brochure for customer to kill their waiting time.

Some of the restaurant using bar as the waiting area, so customer can have a drink while they were waiting for table.

“Waiting area is also create the feeling of welcoming guest, restaurant have to make sure that the waiting area is comfortable enough, so guest will not walk away from us.” (RT3)

“We took care of our to be guest very well since they are willing to wait, we need to make sure they waited with the happiness” (RT5)

3) Entering to the restaurant

Restaurant decoration performed the essential part of customer experience managing in the Thai full-service restaurant since the decoration can orchestrate with meal experience to create the harmonize story that customer can have as the memorable experience. Restaurateur decorate the place with the furniture and artifact that enhance the concept of restaurant. Many of customers chose the

restaurant base on the place that they could take picture and upload to their social media nicely, many customers chose the restaurant that they can experience the lifestyle of local people. Therefore, the concept of restaurant decoration was not only aim at the beautiful and charming of Thai art, nowadays restaurant may decorate in the retro style or modern style. Moreover, some restaurant that have the prime location along Chaopraya River, restaurateur can have more advantage on the splendid river view, the light cool breeze from the river and beautiful scenery of Temple of Dawn at the sunset time. All the components orchestrate together to create an overall memorable experience.

“Restaurateur aimed to create a beautiful ambiance and make the customer feel relax and comfortable. The decoration is in a unique retro style. Furniture and decoration are selected from the old-style furniture, fishing gear, food container, toy, or even the painting; it represents the old Thai lifestyle back then. Plate or utensils also keep up with the same style to create an overall memorable experience.” (RT9)

4) Menu presenting and food ordering

Service staff is trained to serve and perform according to the standard operating procedure of the restaurant which emphasizes on being hospitality and attentive. The owner or the manager let the service staff understand the organization culture by watching and learning from how the manager/ owner serve to the customer the service to customer.

If the organization had the bigger size the specific training session may require such as the training the basic SOP (Standard Operating Procedure) to the new staff or every time that chef invented the new menu , there was the menu knowledge training to let staff familiar. Additionally, since the target market of the restaurant is both Thai and International tourists. Hence one of the qualifications of staff is English speaking. The team member is trained with the service process and menu knowledge. All staffs should be able to recommend the menu for the customer.

“Our restaurant put a lot of attention to service staff since service staff is the person who communicate directly to customer , the service staff can bring the benefit can drawback to restaurant, it is important to train staff before let them give service to customer .” (RT3)

“On the first two day of the new staff, they have to go to the head quarter and learn about the restaurant and basic product knowledge to ensure that they have capacity to serve at our restaurant.” (RT4)

At the full-service restaurant, the restaurateur has their focus on food and service, both touchpoints have aimed to serve with high quality of service procedure. However, on the top of everting the restaurant can be flexible to meet with the customer need and want as well as understand customer behavior. Therefore, customers may not be treated the same in the restaurant for example restaurant served the cold drink without ICE to foreigner. Every time they take order for the forefinger, service staff was trained to ask for the detail of preferences such as level of spiciness.

“Key success of the restaurant operation is the service, restaurant can’t offer just the same pattern of service to customer but restaurateur need to focus on those customer behavior.” (RT7)

Most of the restaurant have served a la cart and single dish menu that allowed customer to have their own freedom to choice to select on what that love to have but some of the restaurant have served the set menu for customer who would like to try the whole setting of Thai combination. The set menu can help to overcome the problem of lack of information about Thai food.

“Set menu at our restaurant arrange in many size depend on the number of party, set menu allow customer to try something new and do not know before but a la cart menu also attractive to the customer who need adventure of trying the new dish RT5 ”

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“Set menu at our restaurant arrange in many size depend on the number of party, set menu allow customer to try something new and do not know before but a la cart menu also attractive to the customer who need adventure of trying the new dish RT5 ”

5) Enjoying food and beverage

This owner of the restaurant had aimed to serve high quality of food and beverage to all customers, both Thai and international tourists. They have been selected the high-grade raw material, with the organic vegetable, premium protein, and fresh seafood, no monosodium glutamate. Restaurateur carefully selected the best ingredients that they use in the restaurant by select the best supplier that able to provide the right quality of the raw material. Some restaurant ordered the fresh vegetable from the Royal project so they can trust the quality of the raw material. Some to the restaurants have their own farm for the quality control of raw material.

“We aim to offer the best food and beverage that we can do, raw material are the most important factor of the quality food and beverage.” (RT1)

For the taste, standards are fundamental, restaurant has the standard recipe and train their staff to perform as the receipt, so every time the food is served with the same standard. Except the foreign tourist who would like to reduce the level of spicy the recipe can be adjusted.

“Our restaurant is work with team of chefs and assistance, every dish is carefully tested and designed to develop the recipe. We can't accept the variety of food quality; we need the consistency to create brand.” (RT2)

Signature food is defined as a dish that is recommended by the chef, the identity of the chef, a unique representation of a cooking method and taste. Each restaurant must have their own signature dish as the unique selling point that aim to attract the customer with the signature dish. Regularly, signature dish created from the twisted popular menu and add more of the local ingredient or special style of chef. Dish may call the same name but the taste and food styling can changed the whole appearance of food and able the interesting point to that dish

Signature dish can be anything from the appetizer, main course, desert or drink. Some of restaurant is serving the signature item, signature condiment or the signature drink but not the main course. For example, special homemade drinks together with the great design of restaurant ambiance can be the signature that draw customer attention to visit the restaurant and generate the excitement customer experience in the restaurant.

Moreover, if the restaurant promotes the signature dish efficient enough, restaurant can have another drawing power to catch customer attention.

“Our signature dish is the main menu that every customer ordered since our crab omelet is very popular and customer is excitement to test this dish.” (RT8)

“Our chef uses his own technique to develop this simple menu to be the appetizer that everyone must order, not only the appearance is promising attractive with the innovation technique but taste also promising good. Customer can eat this disk with the joyfulness.” (RT2)

6) Billing and customer leaving

According to the customer behavior, some of tourist would like to separate the billing of each customer instead of paying in one full bill. Moreover, restaurant should accept several types of the payment such as the cash (in several of currency), credit card or the money transferring from the foreign application (Alipay & WeChat) to create the convenience to tourist.

“We accept many kinds of payment for the convenience of customer and we are trying to accept Alipay or the other application according to the tourist demand.” (RT8)

Question 2: What can be the most difficulty /obstacle to designing the customer experience at Thai full-service restaurant?

People is the only one factor is the most concerned in managing the best customer experience. These people are not only concerned with service provider but to manage the best customer experience their customer is another factor to determine the best experience.

1) Managing service provider

The problem that concerned about the service provider are the turnover rate, with the nature of the restaurant that most of the service provider work at the front line with the direct contact to customer and that require the long operation hours. Many of times, service provider face with lot of tension and pressure while they must keep smiling. It is required more than the technical skills of the service operation but required to have to soft skills of how to handle customer. Most of the restaurant to select the right qualification of staff such as service mind, English communication skills and able to work at the odd operation hours, therefore they can capable to manage the best experience to customer. Additionally, the restaurateur had to practice the strategy to manage the team member to let them stay with the restaurant if it is possible. To manage people also not easy since there are many restaurants around the area, the maintain the people also difficult. The strategy that restaurateur use is the benefit package and creating the happy environment. If they can't maintain the staff, restaurateur must face with cost of training.

“We are trying to maintain the staff as long as it is possibly but because of the hard work, many of them stay not every long, cause us have to Trian new staff often” (RT4)

In the peak period, if we lack staff, we have to hire part time for some simple work”. (RT7)

It is quite difficult to find the staff in service industry, but we need people to manage the human touch.” (RT10)

2) Managing customer

The restaurateurs mentioned that not only providing the standard service so customer can have the good experience, but the fact is customer are different, especially the international tourist. In order to maintain their best experience, the restaurant must be able to know their behavior and adapt to the operation at the restaurant according to the different preference of customer. For example,

(1) European tourist love to have cold beverage instead of drink with ice.

(2) Chinese normally come in group of friend and family so they will order the set menu.

(3) American tourist may travel in couple, but they will order food meal just for oneself, but they might share the food and split the billed.

(4) Young tourist may prefer the beer, but older tourist may want to have wine.

(5) Indonesian tourist may prefer to have warm water than icy cold drink, even though the weather is very warm.

(6) The repeated customer will be surprise if the service staff can remember the preference.

This little information can make the customer have the right service at the first time which can lead the customer experience. Moreover, understand the behavior of tourist, restaurant can develop the effective marketing campaign.

“Customer behavior is come from the information that we face and observe everyday , have to watch and learn in order to serve the best service. RT1”

“Customer are different, if we know them , we can give the better service. RT8”

In summary, along 6 stage of customer journey, the restaurant have arrange the customer experience touchpoints as appeared in Table 4.44

Table 4.44 Efficiency of the Customer Experience Management in Thai Full-service Restaurant (Restaurateur)

Efficiency of Customer Experience Management in Thai Full-service Restaurant	Respondent	Total (People)
Please describe the main experience design and the operation pattern to reach to the experience that you have designed for customer.		
1. Pre-arriving stage		
• Accessibility on online Information	RT9	3
• Accessorily on online review	RT10 RT6	
2. Arriving Stage		
• Parking space	RT1 RT2 RT10	3
• Waiting area	RT3 RT5 RT10	3
3. Entering to the dining area	RT1 RT2 RT3 RT4	10
• Decoration	RT5 RT6 RT7 RT8	
• Harmonizing theme of furniture and artifact	RT9 RT10	
4. Menu presenting and ordering		
• Customize service	RT7 RT8 RT9 RT10	4
• Well trained service staff	RT1 RT2 RT3 RT4 RT5 RT6 RT7 RT8 RT9 RT10	10
Efficiency of customer experience management in Thai full-service restaurant	Respondent	Total (people)
5. Customer enjoying food and beverage	RT1 RT2 RT3 RT4 RT5 RT6	10

• Freshness and quality ingredient	RT7 RT8 RT9 RT10 RT1 RT2 RT3	3
• Standard recipe		
• Signature dish		
6. Billing and customer leaving		
Variety of payment Method	RT6 RT7	2
Question 2 : What can be the most difficulty/obstacle to designing the customer experience at Thai full-service restaurant		
1. Managing staff	RT1 RT2 RT3 RT4 RT5 RT6 RT7 RT8 RT9 RT10	10
2. Managing customer	RT1 RT2 RT3 RT4 RT5 RT6 RT7 RT8 RT9 RT10	10

4.4 The Influence of Overall Customer Experience on Customer Satisfaction (Objective 3)

This section is presenting the result of the study according to the objective 3 that aims to examine the influence of customer's experience, effect the customer satisfaction

To understand all finding and statistical tests, listed below are some symbol and their meaning to help clarification

Symbol	Meaning
Sig.	Significance
*	Statistical Significance at 0.05 level
**	Statistical Significance at 0.01 level
Df	Degree of freedom
B	Beta Coefficient
CMIN/df	Chi-square /degree of freedom
GFI	Goodness of Fit Index
RMSEA	Root mean Square Error of Approximation
CFI	Comparative Fit Index
NFI	Normed Fit Index

AGFI

Adjusted Goodness of Fit Index

According to the objective 3 which aimed to examine the influence of overall customer experience on customer satisfaction, the researcher tested on 3 hypotheses as the follow:

Hypothesis 2:

Ho: The overall customer experience does not influence customer satisfaction

Ha: The overall customer experience influences customer satisfaction

Hypothesis 3:

Ho: The overall customer experience does not influence the consumption emotion.

Ha: The overall customer experience influence customer consumption emotion.

Hypothesis 4:

Ho: The consumption emotion does not influence the customer satisfaction

Ha: The consumption emotion influences the customer satisfaction

This section of the study presented the statistical analysis according to the research hypothesis. The process that the researcher used as a hypothesis was imposed by use of a structure equation model for testing the relationship between the independent and dependent variables. This structure equation model (SEM) could generate the multivariate technique incorporating observed (measured) and unobserved variables (latent constructs) that evaluated by model to fit to multiple tests. The Structure Equation model (SEM) is an appropriate tool for the multivariate analysis technique that studies the casual relationship among constructs. In addition, this structural equation model also integrates the measurement and hypothesized casual paths into a simultaneous assessment. Hence, in this study, as the data was multivariate, the structural equation model was used in the form of a model.

The concept of customer experience touchpoint was created base on theory, concept paper, academic journal the result of these experience touchpoint toward customer consumption emotion and customer satisfaction are shown in the figure below.

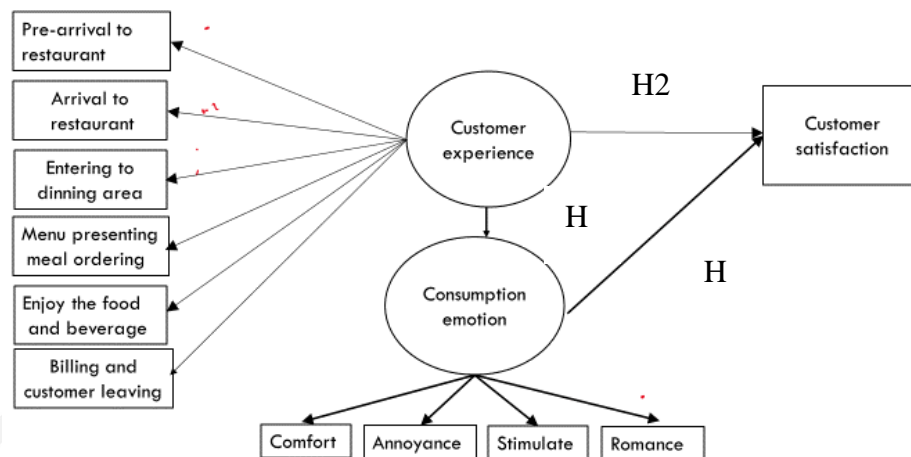


Figure 4.2 Hypothesis and Conceptual Framework of Customer Experience Management Model Through the Customer Journey

The above figure explained six factors of independent variable which consisted of the customer experience touchpoint in each stage of the customer journey at the Thai full-service restaurant.

- 1) Pre-arrival stage
- 2) Arrival Stage to the restaurant
- 3) Entering stage to the dining area
- 4) Menu presenting and meal order
- 5) Customer enjoy the food and beverage
- 6) Billing and customer leaving the restaurant

These experience touchpoint at each stage are measure toward the dependent variable which are four consumption emotion of customer (Comfort, Annoy, Simulative and Romance) and customer satisfaction at the end. Therefore, these structure equation motels is consisted of six independents factor and five dependent factors.

To examine the hypothesis, the researcher analyzed the data with a statistical package for Social Sciences (SPSS) and with AMOS (version 22). Hair, Black, Babin, and Anderson (2010) stated that this statistical software is an appropriate method to use for research questions proposed and structural equation modeling. They also recommend that there be a process for this structural equation modeling which could

be summarized for this study as, the confirmatory factor analysis of each variable and the structural model assessment along with the re-specified structural model consecutively.

As mentioned in the above paragraph, the confirmatory factor analysis should be examined in order to confirm the relationship between a set of variables. This also supports the theoretical concept under the area of study. The stage of confirmatory factor analysis (CFA) of each variable was established for this study, which is divided into two sets of variables;

- 1) Efficiency level of the experience touch point at each stage of the customer journey
- 2) Customer's consumption emotion after they have experienced the customer experience touchpoints in their customer journey

The results of the study of each confirmed factor analyses needs to match with the overall model fit and the criteria for construct validity which is described in the table of each model.

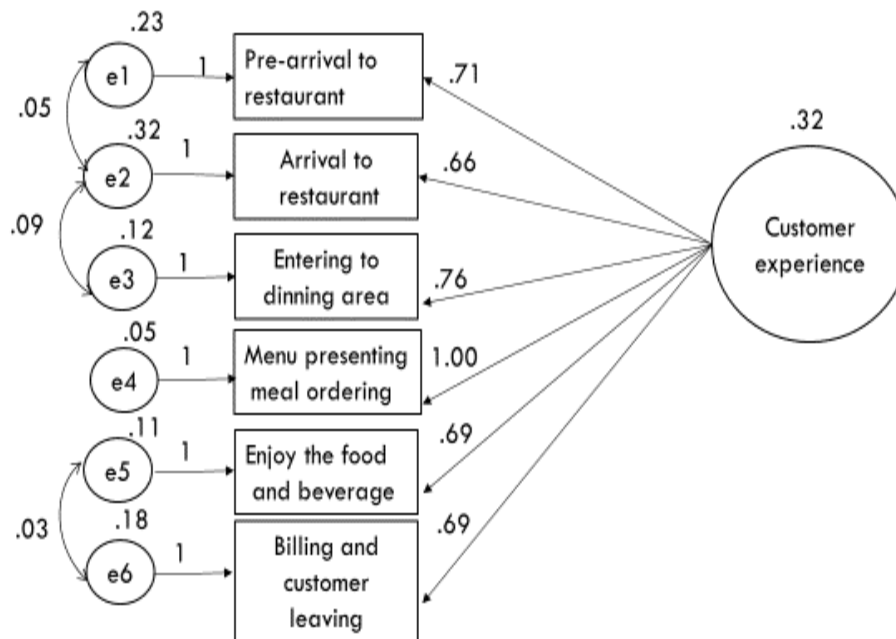


Figure 4.3 The Measurement Model of Customer Experience Touch Points

Table 4.45 Goodness of Fit Statistics Indicators and its Threshold Levels (Customer Experience Touchpoint)

Model Fit Statistics	Acceptable Threshold Levels	Value
Normed Chi-Square (NC)	Less than 3.0	2.223
Goodness of Fit Statistic (GFI)	Greater than 0.9	0.989
Adjusted Goodness of Fit Statistic (AGFI)	Greater than 0.9	0.916
Comparative Fit Index (CFI)	Greater than 0.9	0.994
Normed-Fit Index (NFI)	Greater than 0.9	0.990
Root Mean Square Residual (RMR)	Less than 0.05	0.009

According to figure 4.3 and table 4.44 and table show the model fit of the confirmatory factor of customer experience touchpoint along the customer journey. The goodness of fit measures shows good result of each criteria of chi-square/df at 2.223 which is the acceptable level. the other criteria are Goodness of Fit Statistic (GFI) at 0.989, Adjust Goodness of Fit Statistic (AGFI) at 0.916, Comparative Fit Index (CFI) at 0.994, Normed-Fit Index (NFI) 0.990 and Root Mean Square Residual (RMR) at 0.009. This means that the measurement model customer experience touchpoint is fit and can used for a structural model evaluation.

The second measurement model show the consumption emotions, the Confirmatory factor analyses (CFA) was carried out following a multi-dimensionality construct of four consumption emotion component which are comfort, annoy, stimulate and sentiment as shown in figure 4.4

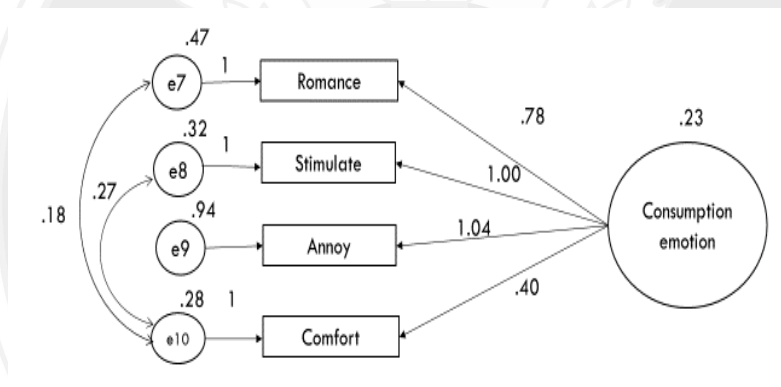


Figure 4.4 The Measurement Model of Consumption Emotion

Table 4.46 Goodness of Fit Statistics Indicators and its Threshold Levels
(Consumption Emotions)

Model Fit Statistics	Acceptable Threshold Levels	Value
Normed Chi-Square (NC)	Less than 3.0	1.139
Goodness of Fit Statistic (GFI)	Greater than 0.9	0.999
Adjusted Goodness of Fit Statistic (AGFI)	Greater than 0.9	0.989
Comparative Fit Index (CFI)	Greater than 0.9	0.999
Normed-Fit Index (NFI)	Greater than 0.9	0.995
Root Mean Square Residual (RMR)	Less than 0.05	0.013

According to table 4.45 show the model fit of the confirmatory factor of consumption emotions. The goodness of fit measures shows good result of each criteria of chi-square/df at 1.139 which is the acceptable level. the other criteria are as Goodness of Fit Statistic (GFI) at 0.999, Goodness of Fit Statistic (AGFI) 0.989 Comparative Fit Index (CFI) at 0.999, Normed-Fit Index (NFI) 0.995 and Root Mean Square Residual (RMR) at 0.013. This means that the measurement model consumption emotion is fit and can used for a structural model evaluation.

After the checking the model fit to the model criteria of goodness fit statistic of each variable. Then, the structural equation model can be tested. This structural model assessment was constructed using four hundred set of data (N=400). This structural equation model aimed to assess the hypothesized theoretical relationship between the the overall customer experience and consumption emotion (which are the independent variable) that influence to customer satisfaction as the dependent variable. The purposed model was tested using the Amos 22 software package and the results of its presented as the figure 4.5

From the result according to figure 4.5 can concluded that the hypothesis model provided an overall fits as the standard criteria of the structural equation model as follow CMIN/DF, GFI, AGFI, CFI, NFI and RMSEA according to the table 4.46.

The above table show the model fit of the confirmatory factor of customer experience touchpoint along the customer journey. The goodness of fit measures shows good result of each criteria of chi-square/df at 2.965 which is the acceptable level. the other criteria are as follow:

Goodness of Fit Statistic (GFI) at 0.916, Adjusted Goodness of Fit Statistic (AGFI) at 0.950, Comparative Fit Index (CFI) at 0.966, Normed-Fit Index (NFI) 0.950 and Root Mean Square Residual (RMR) at 0.018. This revealed that model of customer experience have the relationship with the customer satisfaction in Thai full service restaurant.

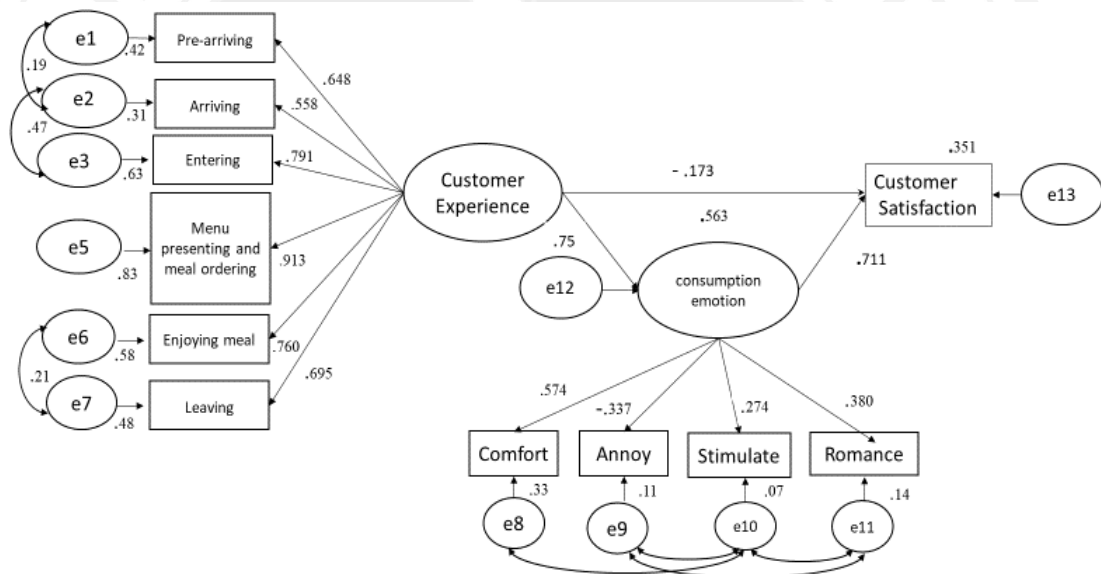


Figure 4.5 Result of Conceptual Framework of Customer Experience Management

Table 4.47 The Results of the Model Fit Indices for the Hypothesis Model

Model Fit Statistics	Acceptable Threshold Levels	Value
Normed Chi-Square (NC)	Less than 3.0	2.965
Goodness of Fit Statistic (GFI)	Greater than 0.9	0.916
Adjusted Goodness of Fit Statistic (AGFI)	Greater than 0.9	0.950
Comparative Fit Index (CFI)	Greater than 0.9	0.966
Normed-Fit Index (NFI)	Greater than 0.9	0.950
Root Mean Square Residual (RMR)	Less than 0.05	0.018

Table 4.48 The Result of the Customer Experience Influence on Customer Emotion and Customer Satisfaction Towards Customer Satisfaction

Effect	Unstandardiz ed Estimate of Effect	Standardize d Estimate of Effect	Statistical Significance Level
Customer experience → Consumption emotion	.511	.750	***
consumption emotion → Customer satisfaction	1.514	.711	.002
Customer experience → Customer satisfaction	-.252	-.173	.309

Note: ** and *** represent statistical significance at the level of 0.05 and 0.01, respectively

The result of hypothesis testing found in table 4.47 indicated that the overall customer experience which orchestrated from the customer experience touchpoint along the stage of the customer journey at the Thai full-service restaurant; pre-arriving stage, arriving stage, entering the dining area, menu presenting and ordering, customer enjoying the food and beverage and billing and customer leaving, does not

influence the customer satisfaction with the significant value at .309 which was more than 0.05 significant level. Thus, the key hypothesis was accepted (Ho). It revealed that overall customer experience does not significantly influence customer satisfaction.

According to Hypothesis 3, which aimed to test the influence of overall customer experience with the customer's consumption emotion, the hypothesis reveals that overall customer experience significantly influences the consumption emotion with the significant value at .002, which was lower than 0.05 significant level. Thus, the key hypothesis was rejected (Ho). It revealed that the overall customer experience significantly influenced the consumption emotion.

Lastly, Hypothesis 4 tested the influence of customer emotion on customer satisfaction. Results of hypothesis testing exposed that the customer emotion had significantly influenced the customer satisfaction with the significant value at 0.01, which was lower than the 0.05 significant level. Thus, the key hypothesis was rejected (Ho). It revealed that the consumption emotion significantly influenced customer satisfaction

Table 4.49 The Influence of Overall Customer Experience on Consumption Emotion and Customer Satisfaction

Factor and the Influence	Consumption Emotion			Customer Satisfaction		
	Total Effect	Indirect Effect	Direct Effect	Total Effect	Indirect Effect	Direct Effect
Customer experience	.750	.00	.750	<u>.360</u>	<u>.530</u>	<u>-.173</u>
Consumption emotion	-	-	-	.711	.00	.711

Refer to table 4.48, the standard coefficient that indicated the degree of influence between variables revealed that even though the overall customer experience showed a negative influence with -.173 on customer satisfaction. Still, customer experience's influenced customer satisfaction by passing through the consumption emotion as the mediating factor, and the result showed the indirect

influence with the standard coefficient of .530. Therefore, consumption emotion as the mediating factor is the significant factor between Customer experience and customer satisfaction.

Before develop the model of customer experience manamgnet in Thai full service restaurant , the resseach synthesized the whoel data and shown in summary as per objective 1-3 as follow.

1) Objective 1: To identify the tourist behavior at Thai full service restaurant

The research objective was to identify the tourist behavior of international tourists in Thai full-service restaurant. A business can learn the preference of customers as well as able to design the best suitable product for each group of customers. From the result of the study, tourist behavior in Thai full-service restaurant can be defined as follows

Demographic Factors. People from different destinations may have a different preference and they approached to the local food taste in different way. From the background : Country of origin have determine the favor preference From the interview result, American and European tourists may have comments on the strong taste of food, sometimes food is too spicy, but tourist from Korea said that they like Thai food since similarity in the taste. This demographic profile is not only about country of origin but may be concerned by the age, gender, education, marital status, or the religious. From the qualitative result, customer who visited Thai full-service restaurant may dwell in a group of 3-5 persons or couples with the closed relationship as friend and family preferred the set menu since it is many choices available and do not have to be so adventure of mixing the taste, additionally set menu also provide many taste together which suitable for all ages. However, for the younger generation they prefer to go to the full-service restaurant from the decoration and relaxation. From the

Male rate the efficiency level of food taste in the highest level on the other hand woman are more concerned about the beautiful decoration, overall atmosphere and convenience location, After the service , female used more social media than male to inform other about their meal experience which normally use the beautiful picture to put on the social media.

Tourists have done some research for their best restaurant to visit or what they should order. Website, and social media are the most popular source for all group since it is very convenient and updates. Some tourist preferred to have the navigation program to accommodate themselves to find the way from accommodation or tourist attractions.

The motivation factor derived tourists to go to Thai full-service restaurants is to experience Thai food, which accounted for 29.17 percent. From the further survey by the semi-structured interview, many tourists mention that they tried the local food as they want to experience something new and extraordinary. By trying the local cuisine in one of the opportunities for tourists to learn and feel according from the experiences that they have received, this unexpected pleasant will lead to satisfaction later.

The other motivating factor is a chance that they can be socialized with a friend. They can be bonded together. As they are traveling in a group, go to Thai full-service restaurant allowed them to share food and exchanging the opinion about their perception and preference while enjoying Thai food. Those experiences shared with someone can add to the pleasure taken from travel

The influence factor that encouraged customer to Thai full-service restaurants were the taste of Thai food and the cleanliness of the restaurant. The detail of this comment is also found in the semi-structured interview that Thai food is plenty of the herb, seafood, and fresh vegetable; these considered Thai food to the tourist as healthy food. Moreover, travel away from home, many tourists concerned a lot with the cleanliness of food as well as at the restaurant.

As the revealed result, tourist behavior plays the vital role in determining the customer experience model since experience it is not happened by restaurant itself. Customer experience is rather happened from customer's feeling about touchpoints that company try to orchestrate them together while customer interact with restaurant. Therefore, customer experience is all planed by the company to achieve customer's positive feeling. As we all realized that customer is not the same, understanding their preference and their behavior is the vigorous role in determining the customer experience model.

2) Objective 2: To evaluate the efficiency of customer experience management in Thai full service restaurant .

To evaluate the efficiency of customer experience management, the result revealed from the qualitative and quantitative research. The important and efficiency of each experience stage along the customer journey used to answer the research question.

From the quantitative studies, it was found that along the customer journey that divided to 6 stages, the result revealed that at the 4th stage when customer enjoyed food and beverage was the most important and the most efficient to customer, It is reflect that customer had put the most attention to the the moment of food consumption such as the quality of ingredient, cleanliness, taste and appearance but at this stage the efficiency was lower than that important level. Therefore, the restaurant may need to adjust the performance about the food and beverage to be more efficient according to the preference of customer.

Besides those factors, when considered the gap between paired t-test of important and efficiency factors among all the customer experience touchpoint, there were 6 pairs of touchpoints show the efficiency score lower than important score. These seven pairs were Pair No. 5 (Availability of restaurant location on online navigation program), Pair No. 19 (cleanliness of the dining area), Pair No. 25 (communication skills of service staff) , Pair 31 (Taste of food and beverage), Pair 33 (The freshness of food and beverage), Pair 34 (Cleanliness of food and beverage), Pair 35 (The authenticity of food and beverage). This can be revealed that these six customer experience touchpoints may have the problem of providing below the desired level of customer.

Additionally, the result of the qualitative approach revealed that customers had impress the most were the accessibility online information, decoration, service staff, taste, complementary appetizer and dessert. It showed that these touchpoints were efficient in managing the customer experience. However, there are some of the touchpoints that customer need to be considered to improve which were price, Communication error in the menu, staff lack of professional skill, food style, language proficiency and the unhealthy ingredient. The summary of evaluating result from both qualitative approaches presented in table 4.47

From the summary in Table 4.47, customer revealed that they evaluated the efficiency of the customer experience touchpoints in the items that about the appearance of food, service staff's attitude, decoration of area and accessibility to the online information of the restaurant. However, the technical issues such as the communication skills, language proficiency of staff, the cleanliness of food & area and quality of ingredient needed to be improved to create the good customer experience.

Moreover, according to the qualitative approach that researcher also investigate the efficiency of the customer experience management from the restaurateur's perspective, the result revealed that the restaurateur has planned and managed all the touchpoint every well according to their expertise. From their perspective, they had managed the online information, review and navigation program , arrange the parking area and waiting area, decoration, variety of menu choice, well trained service staff, freshness and quality of ingredient, standard recipe, variety of payment method and complementary dessert during the customer journey

Table 4.50 Summary of Evaluation the Efficiency in Customer Experience Management in Thai Full-service Restaurant

No	Issues	Qualitative Analysis	Quantitative Analysis
Impress			
1	accessibility online information	✓	✓
2	Interior decoration	✓	✓
3	Service staff attentive and friendly	✓	✓
4	Food taste	✓	✓
5	complementary appetizer or dessert	✓	✓
Improve			
6	Communication error in the menu	✓	✓

No	Issues	Qualitative Analysis	Quantitative Analysis
7	staff lack of professional skill	✓	✓
8	food style	✓	
9	Staff language proficiency	✓	✓
10	unhealthy ingredient.	✓	✓
11	Price	✓	
12	Availability of restaurant location on online navigation program		✓
13	Cleanliness of the dining area		✓
14	The freshness of the food and beverage		✓
15	Cleanliness of food and beverage		✓
16	Communication skills of staff		✓

From revealed study of both side, customer and restaurateur, to management the customer experience, the restaurateur needs to design and manage the customer experience touchpoint according to the preference of customer, therefore from the researcher has summarized the strength and weakness of restaurant to develop model of customer experience management as follow

Strength

- (1) Staff has good attitude, attentive and friendly
- (2) Decoration and interior design are enjoyable
- (3) The online information is plenty available
- (4) The payment can be done in many format

Weakness

- (1) Taste of food is good
- (2) Some restaurant uses the unhealthy ingredient
- (3) Menu need to be communicated better
- (4) The online navigation still not update in all application

- (5) The staff lack of professional skill and language proficiency
- (6) Restaurant need to focus on cleanliness of food and service area
- (7) Price is quite expensive

3) Objective 3: To evaluate the influence of overall customer experience on customer satisfaction

The customer experience management have an aim to create the customer satisfaction from managing the experience touchpoint well according to the preference of customer. Therefore, to develop the model, the researcher needs to confirm the relationship among all the factors that they are influenced to each other.

The study revealed that overall customer experience did not significantly influence the customer satisfaction ($\text{sig} > 0.05$, .309) while significantly influenced the consumption emotion ($\text{sig} < 0.05$, .002) and consumption emotion significantly influenced the customer satisfaction. Additionally, when considered at the standard coefficient value, the indirect effect of customer experience to customer satisfaction with the consumption emotion as the mediating factor showed a higher degree of influence (.530) than the degree of total effect between customer experience and customer satisfaction (.360).

Hence, to develop the model of customer experience management in Thai full-service restaurant to reach customer satisfaction, the researcher should consider the touchpoints that generate the positive consumption emotion; thus, the positive consumption emotion will influence the customer satisfaction.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

The purpose of this study aimed to develop the model of customer experience management in Thai full-service restaurants to enhance the restaurant operation performance of restaurateur to be able to orchestrate and build all necessary customer experience touchpoints along the journey. This study presented the theory, conceptual framework for research which comprised of the study of customer behavior who is the international tourist foodservice behavior in Thai full-service restaurant and the efficiency of the customer experience touchpoint along the customer journey or the restaurant operation process. This chapter aimed to describes all the data found as the result of the study, discussion, and recommendations for future research.

5.1 Conclusion

This research aimed to reveal the model of customer experience management in Thai Full-service restaurants. There are four main objectives

- 1) To identify the tourist behavior in Thai full-service restaurant
- 2) To evaluate the efficiency of customer's experience through customer journey in Thai full-service restaurant
- 3) To examine influence of customer experience on customer satisfaction
- 4) To develop the model of customer experience management in Thai full-service restaurants

This research had distributed the questionnaire to 400 respondents who were the international tourists visiting Thailand and had gone to visit the Thai full-service restaurant at least one time. Respondents were 216 females and 184 males. The majority of tourists were from Asia, Europe, and North America, accounted for 38.75 percent 32.25 percent and 17.75 percent, respectively. These respondents' education

were graduated level accounted for 56.3 percent. Most respondents worked as the employee accounted for 36.20 percent, they were the student's 21.20 percent. These respondents were repeat tourists who already visited Thailand at least two times, accounted for 57.7 percent, and 43.3 percent are the first-time visitor to Thailand.

Additionally, this research also conducted a semi-structured interview to both tourist and restaurateur to intensely investigate the efficiency of the customer experience management at Thai full-service restaurant.

5.1.1 Summarized Result Base on the Research Question

5.1.1.1 Research Question 1: What is international tourist behavior at Thai full-service restaurant?

The research objective was to identify the tourist behavior of international tourists in Thai full-service restaurant. A business can learn the preference of customers as well as able to design the best suitable product for each group of customers. From the result of the study, tourist behavior in Thai full-service restaurant can be defined as follows

- 1) International Tourist who visit Thai full-service restaurants regularly search the restaurant information from the online sources such as website, review application which provide more convenience and update information.
- 2) Majority of international tourists visited Thai full-service restaurant in group of 3-5 persons or in group of 2, most of them had closed relationship as the friend or family. The number of customers were relevance to how they normally ordered that meal, majority of the customer ordered the set menu.
- 3) The motivation factor that drives tourists to go to Thai full-service restaurants was to experience Thai food, which accounted for 29.17 percent. From the further survey by the semi-structured interview, many tourists mention that they tried the local food as they want to experience something new and extraordinary. Besides the experiencing the extraordinary meal from home, tourists can find that trying Thai food they can learn the authenticity of the local taste, culture especially going to the full-service restaurant. They can learn about culture through the artifact and decoration in the traditional style.

The other motivating factor is a chance that they can be socialized with friends since they can bond together. As they are traveling in a group, going to Thai full-service restaurant allowed them to share food and exchanging the opinion about their perception and preference while enjoying Thai food.

4) The influence factors that make customer selected Thai full-service restaurants are the taste of Thai food and the cleanliness of the restaurant since the cleanliness is the big concern when tourists were travelling away from home.

As the revealed result, tourist behavior played the vital role in determining the customer experience model, since experience it is not happened by restaurant itself. Customer experience is rather happened from customer's feeling about particular touchpoints that company try to orchestrate them together while customer interact with restaurant. Therefore, customer experience is all planned by the company to achieve customer's positive feeling. As we all realized that customer is not the same, understanding their preference and their behavior is the vigorous role in determining the customer experience model.

5.1.1.2 Objective 2 Research Question 1: What are the customer experience touchpoints along the customer journey at a Thai full-service restaurant?

Customer journey refers to the series of the actions that customer interacted with the company throughout the process of service consumption. This study referred to customer experience management in Thai full-service restaurant, thus customer journey at Thai full-service restaurants range from Before – Encounter – After service. The entered customer journey consisted of 6 stages with 40 customer experience touch points which are.

1) Pre- arrival stage – customer is looking for some information about the restaurant to make decision, there are altogether 6 touchpoints

- (1) Availability of information online
- (2) Availability of information offline
- (3) Ease of access to the restaurant information
- (4) Availability of online /application booking
- (5) Availability of restaurant location on GPS
- (6) Ease of access to the restaurant

2) Arriving stage - customers arrived at the restaurant, they interacted with exterior and surrounding of the restaurant. There are 5 experience touchpoints which are

- (1) Parking Space
- (2) Exterior Decoration
- (3) Decoration of the waiting area
- (4) Greeting of the host staff
- (5) Waiting time for the table

3) Entering to the dining area stage -customers arrived at the restaurant, they interacted with interior and decoration of the restaurant. There are 5 experience touchpoints which are

- (1) Decoration of the interior
- (2) Furniture
- (3) Lighting
- (4) Airflow
- (5) Temperature
- (6) Scent in the dining area
- (7) Sound and music
- (8) Cleanliness of dining area
- (9) Other customer appearance and behavior

4) Menu presenting and ordering – customer interacted with the restaurant through the communication channel which are menu and service provider when ordering the food and beverage There are 8 experience touchpoints which are

- (1) Ease of the menu
- (2) Variety of choice
- (3) Food and beverage price
- (4) Promotion campaign at the restaurant
- (5) Communication skill of service staff
- (6) The appearance of service staff
- (7) Cleanliness of service staff
- (8) Professional service skills

5) Customer enjoying food and beverage – customer interacted with food and beverage that served to customer There are 7 experience touchpoints which are Decoration item on the table

- (1) Equipment for each food item
- (2) Taste of food and beverage
- (3) Appearance of food and beverage
- (4) Freshness of food and beverage
- (5) Cleanliness of food and beverage
- (6) Authenticity of food and beverage

6) Billing and customer leaving stage– After the meal is finish, customer interacted with restaurant through the process of billing and payment There are 7 experience touchpoints

- (1) The correction of bill
- (2) Responsiveness of staff
- (3) Loyalty program
- (4) Payment method
- (5) The speed of the billing process

5.1.2 Objective 2 Research Question 2: How Important of Each Customer Experience Touchpoint to International Tourist?

Each of customer has different preference and different perspective on the important level of each customer experience touchpoint. The result of study revealed that at the 4th stage which is when customer enjoying meal are the most important stage to customer, and the highest important score is cleanliness of food and beverage ($\bar{X} = 4.25$) followed by the freshness of ingredient ($\bar{X}=4.21$) these two touchpoints are rated as the “very important” to customer. Other touchpoints were at the “Important” level except to Availability of information offline ($\bar{X}=3.67$), Parking Space ($\bar{X}=3.16$), Exterior Decoration ($\bar{X}=3.39$) which showed at the level “somewhat important” when considered these three touchpoints were not so important since the information office such as guidebook was outdated. International tourists may find the

restaurant at the nearby tourist attraction or the accommodation, therefore the parking space and the exterior design show the importance at the lower level.

5.1.2.1 Objective 2 Research Question 3: How efficiently can of Thai full-service restaurants manage the customer experience?

Each of customer may have different perspective on experience that they had from interaction with the experience touchpoints. Customer may rate the efficiency level in determining how well the restaurateur able manage each touchpoint. The result of study revealed that all 40 touchpoints were rated at “efficiency level” At the 4th stage which is when customer enjoying meal. Restaurateur can manage the experience touchpoints at the highest level of efficiency the touchpoints showed the highest level of efficiency are is cleanliness of food and beverage (\bar{X} =4.15) and the freshness of the ingredients (\bar{X} =4.12).

However, when consider gap between the important and efficiency level, study reveal that there are 6 paired of touchpoints that showed the level of performance are lower that the level of important which reflected that these six customer experience touchpoints may have the problem of providing below the level of customer. These 7 paired are

Pair 5 Availability of restaurant location on online navigation program

Pair 19 Cleanliness of dining area

Pair 25 Communication skills of service staff

Pair 31 Taste of food and beverage

Pair 33 The freshness of food and beverage

Pair 34 Cleanliness of food and beverage

Pair 35 The authenticity of food and beverage

Moreover, the result of qualitative revealed that customer was impress with the taste of food, interior decoration, service staff attitude and complementary candy while customer identify that some touchpoint need to improve to meet the customer preference and create the good overall customer experience. the touchpoints that need to be improve are the communication skills, language proficiency of staff, the cleanliness of food & area and quality of ingredient needed to be improved to create the good customer experience. Additionally, the semi structure interview also

apply to the restaurateur to investigate what current the supply side perform the customer experience management. The result revealed that restaurateur has planned and managed all the touchpoints every well according to their expertise. From their perspective, they had managed the online information, review and navigation program , arrange the parking area and waiting area, decoration, variety of menu choice, well trained service staff, freshness and quality of ingredient, standard recipe, variety of payment method and complementary dessert during the customer journey.

5.1.2.2 Objective 3 Research Question 1: How the overall customer experience influences the satisfaction of international

This objective aimed to examine the influence of overall customer experience to the customer satisfaction. A structural equation model was established to find out the influence of the independent's variables and dependent variable. The result showed that the overall customer experience did not influence the customer satisfaction (Sig=.309). while overall customer satisfaction significantly influenced to consumption emotion (Sig=.002) and consumption emotion significantly influence the customer satisfaction (Sig=.01). Hence, the standard coefficient pointed out that customer experience indirect influenced on customer satisfaction with the customer emotion as the mediating factor. Therefore, the efficiency of the customer experience touchpoint may not be enough to create the customer satisfaction but this customer experience need to reflect to the customer emotion, then result would influence customer satisfaction.

Hence, to create the positive effect from the customer experience, it should generate from touchpoints that influenced the emotion of customer then, the positive emotional that customer have will lead to the customer satisfaction.

5.2 Discussion

The result of study aimed to purpose a model of customer experience management for the Thai Full-service restaurant; therefore, the discussion part will be related to the interpretation of the research result as well as discussion about the topic related to the research objective.

5.2.1 Discussion on Objective 1: To Identify the Tourist Behavior in Thai Full-service Restaurant

The research objective was to identify the tourist behavior of international tourists in Thai full-service restaurant. A business can learn the preference of customers as well as able to design the best suitable product for each group of customers. From the result of the study, tourist behavior in Thai full-service restaurant can be defined as follows

1) Demographic Factors. People from different destinations may have a different preference and they approached to the local food taste in different way. From the interview result, American and European tourists may have comments on the strong taste of food, sometimes food is too spicy, but tourist from Korea said that they like Thai food since similarity in the taste. This demographic profile is not only about country of origin but may be concerned by the age, gender, education, marital status, or the religious. From the research result, the family group may like the full-service restaurant since it is clean and many choices available but for the younger generation they prefer to go to the full-service restaurant from the decoration and relaxation. Male were influenced more on the food taste than the other factors, on the other hand woman are more concerned about the beautiful decoration, overall atmosphere and convenience location, this data is similar to study of Y. G. Kim, Eves, and Scarles (2009). After the service, female used more social media than male to inform other about their meal experience which normally use the beautiful picture to put on the social media.

2) From the data reveal, most of the respondent can conclude that tourist visits the Thai full-service restaurant may dwell in a group of 3-5 persons or couples. These people are having a relationship as they are friends and family or the couple; therefore, there may be relevant to their order, which is the majority is the set menu.

3) Tourists have done much research on the best restaurant to visit or what they should order through the use of the internet, the website, and social media since it is very convenient and updates. Some tourist even please to have the navigation program since they can walk or take public transportation by themselves

4) The motivation factor that drives tourists to go to Thai full-service restaurants experiences Thai food, which accounted for 29.17 percent. From the further survey by the semi-structured interview, many tourists mention that they tried the local food as they want to experience something new and extraordinary. Similar to the study of B. Sparks et al. (2003) that trying the local cuisine in one of the opportunities for tourists to be exciting, and this unexpected pleasant will lead to satisfaction later Rust and Oliver (2000). Besides the extraordinary, tourists can find that trying Thai food in they can learn the authenticity of the local taste, culture especially going to the full-service restaurant. They can learn about culture through the artifact and decoration in the traditional style. Fields (2003) revealed that tourists might feel like they have been closed to and engage more with the local destination by tasting the local food and beverage. Therefore, to be more enjoyable and obtain the full experience, the information about food pairing with a drink, combining the set menu, table manner, health benefit from the ingredient should be provided. This information is confirmed the previous study of (Björk & Kauppinen-Räsänen, 2014) who stated before that local food experiences can be viewed as the chance to learn the local culture.

5) The other motivating factor is a chance that they can be socialized with a friend. They can be bonded together. As they are traveling in a group, go to Thai full-service restaurant allowed them to share food and exchanging the opinion about their perception and preference while enjoying Thai food. Those experiences shared with someone can add to the pleasure taken from travel (Y. G. Kim et al., 2009)

6) The influence factor that makes customer select Thai full-service restaurants are the taste of Thai food and the cleanliness of the restaurant. The detail of this comment is also found in the semi-structured interview that Thai food is plenty of the herb, seafood, and fresh vegetable; these considered Thai food to the tourist as healthy food.

Moreover, travel away from home, many tourists concerned a lot with the cleanliness of food as well as at the restaurant. Similar to the study of B. Sparks et al. (2003) mentioned that tourists tend to choose fresh and healthy food during their holiday trip. As the revealed result, tourist behavior play the vital role in determining

the customer experience model, since experience it is not happened by restaurant itself. Customer experience is rather happened from customer's feeling about touchpoints that company try to orchestrate them together while customer interact with restaurant. Therefore, customer experience is all planed by the company to achieve customer's positive feeling. As we all realized that customer is not the same, understanding their preference and their behavior is the vigorous role in determining the customer experience model.

5.2.2 Discussion on Objective 2: To Evaluate the Efficiency of the Customer Experience Along the Customer Journey at Thai Full-service Restaurant

Regarding to the efficiency of the customer experience along the customer journey at Thai full-service restaurant, the finding the efficiency measurement of the customer experience touchpoint by comparing the level of important with the efficiency level of each touchpoints. The gap analysis of Paired t-test can identify which of the touchpoint can perform well and which of the touchpoint need the treatment in order to meet with the customer's preference to generate the best customer experience with the restaurant.

The finding of the efficiency of 40 customer experience touchpoints along the customer journey at Thai full-service restaurant indicated that most of the touchpoint were at the efficient level higher than the important level of same touchpoints. This reflected that the performance of each touchpoint was at the satisfactory level. Except 6 paired of touchpoints that important level were higher than the efficient level. these 7 touchpoints should be improved or give the special treatment. These 7 touchpoints are as follow.

- 1) Availability of restaurant location on online navigation program
- 2) Cleanliness of dining area
- 3) Communication skills of service staff
- 4) Taste of food and beverage
- 5) The freshness of food and beverage
- 6) Cleanliness of food and beverage
- 7) The authenticity of food and beverage

5.2.2.1 Availability of restaurant location on online navigation program

The efficiency level of this touchpoint was presented almost the same with the important level, gap was very small (important level $\bar{X} = 3.93$, efficient level $X = 3.92$) but still revealed that the performance was not up to customer's importance level. From the semi-structure interview, it is indicated that sometime customer wants to have the online navigator application that can help to find the restaurant easier. Even though they can have the information from the online resources but with the unfamiliar of the location, name of the street that is not easily to find, the navigator application can help them to overcome the problem. The benefit of mobile navigator application was confirmed by the study of Tairov (2017) indicated that the of specific applications that make travelers feel free to travel according to access to specific information and services. Moreover, with the new technology of the augmented reality (AR) or the Virtual reality (VR) location-based navigator allowed tourist to travel on their own with more efficient and determine the good experience.

5.2.2.2 Cleanliness of dining area and Cleanliness of food and beverage

The efficiency level of the cleanliness of dining area and cleanliness of food and beverage were at the efficient level but still lower than important level, reflected that customer were highly concerned at cleanliness of everything. Only a small piece of dust or unexpected objects involve with the food that customers have could cause the ruined experience. The cleanliness of dining area and food and beverage is the biggest concerned of the tourist in many of studies (Ryu & Han, 2010; Su, 2013; Yuksel & Yuksel 2001). Thus, cleanliness of all area, not only the dining room but restroom should be mainly focused, practice to achieve and maintain an atmosphere that is free from hazardous or harmful substances (Ryu & Jang, 2007).

5.2.2.3 Freshness of food and beverage

The efficiency level freshness of the food and beverage were the highest level of efficiency ($X = 4.12$) but the importance level was higher ($X = 4.22$). It reflected that customers are quite concerned when they travel especially when they chose to consume the local product. As the study of B. Sparks et al. (2003), the freshness of the local raw material were the influenced factor for tourists to go out for

a meal. Hendijani (2016) and Kivela and Crofts (2006) were other studies that confirmed the freshness of raw material and the cooking process added to the dining experience's excitement.

5.2.2.4 The authenticity of food and beverage and taste of food and beverage

Another customer experience touch point that should not be forget, reveal from the semi structure interview result, which found that one of the reason that make tourist very happy about the their meal experience is the way that they can have a good test with the authenticity of the food so they can learn the culture of Thai

When considered this issue, food service consumption experience at the full service restaurant, tourists can experience all 5 sense of the touch point along the customer journey not like other type of restaurant such as fast food or the street food that customer may not experience Thai style (Babolian Hendijani et al., 2013).

5.2.2.5 Communication skills of service staff

The efficiency level Communication skills of service staff were at level of efficiency ($X = 3.96$) but the importance level was higher ($X = 3.97$). It reflected that even though the gap were very small, but it can create the big difference in the experience since the communication is the key to understand and generate good experience to the next important journey. Frustration of misunderstanding, wrong order or missing information of allergies can create the negative experience and negative emotional from engage with the touchpoints (R. C. Chang, Kivela, & Mak, 2011; Han et al., 2010); Walter et al. (2010). Moreover, the result revealed from the semi-structure interview from customer also mention other touchpoints that should be improved such as menu communication, staff' communication skills and language proficiency. The result of the interview revealed that many of tourists had difficulty to order meal since the food is not familiar to them or difficult to understand how to order the right menu together except tourist had pervious the experience with Thai food. Tourist preferred to have some assistance from the service staff who can recommend the dish that go very well to gather, wine pairing with food or the drink that recommended. The professional knowledgeable staff with language proficiency can create the big different in the customer experience, customer can be more

engagement with all the touchpoints that restaurant orchestrated them together (Palmer, 2010; Wall & Berry, 2007; Walter et al., 2010).

5.2.3 Discussion on Objective 3: To Examine the Influence of Overall Customer Experience Influence the Customer Satisfaction

The objective of this research is to test the influence of overall customer experience generated from customer experience touchpoints along the customer journey Thai food service restaurant on the customer satisfaction to reveal the ultimate objective which is customer satisfaction.

The result from the structural equation model specified that customer experience did not influenced to customer satisfaction but customer experience can significantly influenced the customer emotion and customer emotion significantly influence the customer satisfaction.

Consumption emotion is the affective response when people have consumed product or service of the company (Phillips & Baumgartner, 2002) which is focused on the specific experience base on psychological and motivational force. Then, the result reveal that consumption emotion influenced the customer satisfaction directly. Therefore, customer experience shows the effect indirectly to the customer satisfaction through the customer emotion. Thus, customer' consumption emotion should set as another factor that researchers have to focus on since this it is determine the customer satisfaction stronger than customer experience itself.

Moreover, the consequence of the consumption emotions may encourage the researcher to understand customers' emotional experiences more precisely in their operations. The efforts would contribute to improving customers' favorable the consumption emotion (e.g. comfort or excitement) minimize the negative emotion thus enhancing dining experiences and satisfaction and ensuring repeat purchase the restaurateur can design more sophisticated marketing or service strategies that lead to favorable result such as the repurchase. For example, restaurateur can enhance the restaurant operation company such as food taste, variety of choice, freshness of cooking, service staff attitude decoration, furniture and convenience (Han et al., 2010)

5.3.2.1 Discussion on the topic of model of customer experience management model

The final objective of the study is developing a customer experience management model for Thai full-service restaurant in order to enhance the restaurant operation performance to be able to maintain the sustainable development and maintain the competitiveness amount the most dynamic industry. From the result of the study, both qualitative analysis and quantitative analysis. Researcher assembled all the information, opinion and recommendation from customers and the restaurateur to develop the guideline of the customer experience management model. From the discussion with the key informant both customer and restaurant, researcher have found the guideline to manage the customer experience can't be from only one component but should be the all the component orchestrate together along the customer journey to create the good experience to customer which led to customer satisfaction. 1) Pre-arrival stage – Keeping on the best practice as the original and Improving on the navigator mobile application on Thai full-service restaurant 2) Arriving stage – Keeping on the best practice as the original 3) Entering to the dining area – Keeping on the best practice as the original and Improving on the cleanliness standard to the dining area 4) Menu presenting and ordering - Keeping on the best practice as the original and improve the menu presentation, professional skill, communication skills and language proficiency of service staff 5) Customer enjoying the food and beverage- Keeping on the best practice as the original and improving the cleanliness, taste, freshness of the ingredient and authenticity of the food and beverage 6) Billing and customer leaving - Keeping on the best practice as the original and adding on the complementary goody to maintain the memorable experience before leaving

1) Pre-arriving stage

Information technology is become more determination of tourist experience, since tourist can plan better before travelling through many format of media and more tourist would prefer to be searching through more options to make the best decision on their experience at the destination. Additionally, mobile application base on the certain destination and based on the specific action or

preference is become more popular to tourists since that allow them to search more on update and real situation that they are encountered

The restaurateur should keep on providing the information in both online and offline. The wider spread of the information online is easier for restaurant to be known and familiar with customer. Information should be fully announced to website, social media, travel block, review application, travel guide mobile application as well as the mobile navigator application program which allowed tourist to be more confident to travel on their own to the restaurant. The corporation among Thai full-service restaurants to develop the gastronomic route application that can introduce all required information for the restaurant information, location, operation hour, recommended dish, set menu, food or wine pairing, testimonial of the previous customer, Virtual reality , augmented reality on the navigation program may help the tourist experience to be more present and avoid negative emotion that can lead to bad experience.

2) Arriving stage

At the arriving stage, customer should feel more welcome and excitement, the restaurant should take care of their exterior well, keep area clean, neat and attractive. Signage, poster or the artifact should provide sufficient information to let customer know about the restaurant. Menu can put outside to let customer learn about product and service that restaurant offers. In addition, the waiting area should be comfortable enough for customer to wait. Space to sit-down comfortably while they are waiting, host staff should greet the customer and accommodate to make customer feel welcome. Lastly, the waiting time should be announced to customer so they can make decision on their purchase without being upset and leave with bad experience. Currently, the result revealed that the touchpoints at this stage were efficient, restaurateur have arranged all touchpoint well enough. Therefore, the restaurant should keep on the excellent performance accordingly.

3) Entering to the dining area

At this stage, customers engaged themselves with the physical environment of the restaurant, interior design, furniture, lighting, scent, sound, airflow and cleanliness of the dining area. From the result of study, tourist who visit the Thai full service restaurant indicated that they want to experience the Thatness, through the

all 5 senses (touch, smell, sight, taste and hearing). Therefore, to decorate in the traditional way or at least use the artifact or the art piece, it can help customer to have the experience that relate to all overall image of destination and able to fulfill the whole meaning of traveling to other country and able to experience the destination culture. The result revealed that restaurant offered the experience touchpoint at the level of efficiency except the cleanliness of the dining area that showed the high level of efficiency but still lower than the important level. Therefore, the restaurant should keep the restaurant spotless, standard operating procedure should be applied to be more precise on the cleanliness of the area. However, even though the restaurateur have performed well but standard may not be announced to the customer, therefore restaurant should apply some tangible clue that make customer realized the cleanliness of the dining area such as presenting the hygiene standards certificate form the government or HACCP that could help guarantee the hygiene standard of the restaurant.

4) Menu presenting and ordering

During the period of menu presenting and ordering, customers engage themselves with communication touchpoints in all format between restaurant and customer. Ranging from the menu presentation which is the visual and written communication , price of the dish and promotion campaign that communicate the economic value of experience, verbal communication of the service staff , nonverbal communication of service staff throughout the cleanliness , attitude and attentiveness of service staff. This stage engaged customers at very high level since customer have to read menu and make decision on what they will have in the next stage. This stage is the antecedence of the most important stage of customer journey. This stage can create the frustration or happiness easily from the customer experience. The wrong information provides, do not understand in the language, the communication error in written menu, staff can help customer to order or recommend the menu to customer can create the negative experience and unhappy emotion from the service. Moreover, restaurant may lose the opportunity to cross sales or up-sales. Therefore, the restaurant should not missed this opportunity to create the best customer experience, by preparing the staff to have the communication skill, carefully design the menu and make menu understandable and communicate well to customer.

From the revealed result, restaurateur have arranged and designed this stage with efficient level, from the qualitative approach customers were impress with the attentiveness, friendly and helpful of service staff , however the communication skills of service staff seemed to be the problem in managing the customer experience. some of the service staff did not have the adequate communication skills. Therefore, restaurant should prepare the staff to be able to communicate better. Training can help elevating the service provider to be ready in both language proficiency and professionalism. English proficiency especially for the operation can help to communicate and make customer understand, able to recommend, up sales and cross selling the different menu. Moreover, if the service provider has more ability to communicate, they can feel more confident in their performance and work more efficiently. Some of the incident that foreign customer been refused to give service or be ignore, many times it is not about the unprofessional but they just afraid to use the language that they are not comfortable and shamed. For the customer side, customer can have the benefit of be able to understand more about meal that they are going to have with the right expectation, the consumption emotion can generate in the better result.

5) Customer enjoying the food and beverage

This stage is the most important stage of the customer journey at the full-service restaurant since consuming food and beverage is the main reason of visiting the restaurant. Customer engaged with the touchpoint such as taste, appearance, cleanliness and authenticity of the food and beverage. This stage customer can test, smell, feel, see with the food and beverage. Customer regularly prepared all the other stage to with the aim to have the grate experience that they will have with the food, therefore customers have very high expectation and determine the overall experience base on this stage. The combination of good meal is not only at the good taste but also refer to freshness of ingredient, the match taste according to the preference, authenticity as they has been research about the food from all the media and previous experience as well as the cleanliness that customer can perceived.

From the study, the performance of all touchpoints at this stage were at the efficiency level but 4 touchpoints in this stage reported to be lower that important level. it is reflected that these 4 touchpoints may need to consider to be

improved. These touchpoints are the taste, freshness, cleanliness and authenticity of the food.

Taste - From the qualitative approach, it is revealed that taste of Thai food is very strong in very way, sweet, sour, spicy and salty. Especially the spiciness, many of European and American tourists mentioned that it was quite too strong for them. To improve, the taste and maintain the original and authenticity the restaurant should communicate the taste through the menu presentation and service staff should mentioned the taste to customer therefore chef can adjust the taste base on the preference of the customer. Moreover, menu recommendation can help customer to have the right combination of the food item since Thai food originally designed to have many items in one meal and family member can share the food together , in Thai called “Sam Rup” or set menu but foreign tourists originally have the food in one plate with main course and side dish. Recommended set menu with all the combination of dishes that accommodate the taste of each other may help the foreign tourist especially the first time visit Thailand or have Thai food for the first time can have the pleasant experience with the taste. Referred to result of study on number of meal companion which majority of group that visited Thai full service restaurants was a group of 3-5 person, the set menu with the combination of variety taste, texture can create the aesthetic balance in addition with special price of bundle pricing may allow customer to have the right taste with the valuable meal. If the customer visited in couple, choice of smaller set can be adjusted.

Authenticity- This is the drawback of the recipe adjustment to meet with the preference of the customer. Some tourist may request to reduce some spiciness therefore some restaurateur may assume with the stereotype that foreigner may not able to have the original taste, the restaurant adjusted the taste from the original recipe. Moreover, some restaurateur may use the artificial ingredient or buy the frozen raw material for safe time and cost, this action may reveal the loose of the taste and authenticity of the meal. The restaurant should focus on the standard recipe if there are some request for adjustment, it might adjust as per single basis. Additionally the restaurateur should hire the chef who has the real knowledge of Thai food, at the present many of restaurant hired cooking staff who do not have the

original knowledge of Thai food, change of taste by unprofessional staff may destroy the authenticity of recipe.

Freshness food and beverage - The missing of freshness of food and beverage may rational from commercial cooking in order to save cost of the operation. Some of the restaurateur try to minimize cost from using the frozen version raw material, artificial ingredient or semi-cooked food from the factory. The fresh ingredient is contained the fresh taste and aroma of the ingredient. Some of the restaurant does not concentrated in the quality of the cooking process, some restaurant choose to deep fried the raw material since the morning to serve to customer faster, result is the food test old and dull. Fresh raw material can create lot different in food taste, therefore the restaurateur should put more effort to purchase the raw material from the suppliers who can provide the best quality of raw material and strictly use the inventory control system to keep raw material fresh and ready to create the fresh food and beverage.

Cleanliness of food and beverage – This touchpoint is the most important element among all the touchpoints, customer put lot of attention. Especially the international tourist who is travelling away from home, have more tendency to worry about this issued that most. Even though the cleanliness of food and beverage is at the efficient level but still lower that the important level as rate to be very important to customer. The restaurant should apply the standard operating procedure in cooking process and cleaning process of the kitchen according to the certify program such as the hygiene operating procedure or HACCP to guarantee the hygiene standard, customer can trust the quality of food and service that served. The activities of big cleaning , picture of certify hygiene standard activities , picture of kitchen staff, service staff has put on the glove and face-mask can post up to the social media or mention to the website to announce to all customer as the regular activities can create the good image of the restaurant Moreover, the use of utensil, plate, food cover lid can enhance the picture of cleanliness of food and beverage and hygiene practice in the restaurant. With the trustfulness of the cleanliness, customer can have the positive emotion toward their experience and led to the customer satisfaction.

6) Billing and customer leaving the restaurant

This is the last stage that customer engaged with the restaurant, touchpoints that customer interacted with the restaurant were less important in the other stage but still rate as the important level. the example of touchpoint are correction of the bill, responsiveness of staff, loyalty program, payment method and speed of billing. The performance level is at the efficient level, restaurant should keep on doing as the original to keep up with the level of efficiency. Additionally, when considered the qualitative result from customer, some of customer mention about restaurant give the traditionally candy or the seasonal fruit as the complementary as a symbol of saying goodbye, customer leave the comment of impression at last moment and create the excitement before they leave the restaurant.

Table 5.1 Summary of Customer Experience Management Model in Thai Full-service Recurrent

Stage of Customer Journey	Improve Touchpoint	Suggestion for Improvement
Pre-Arriving	The navigation program	<ul style="list-style-type: none"> • Keep on doing as the original to maintain the efficiency level • Add more mobile navigator application
Arriving	None	<ul style="list-style-type: none"> • Keep on doing as the original to maintain the efficiency level
Entering to the dining area	Cleanliness of the dining area	<ul style="list-style-type: none"> • Apply the Hygiene operating standard HACCP • Add the tangible clue of food cleanliness
Menu presenting and	Communication skills of service staff	<ul style="list-style-type: none"> • Training on communication skills and language

Stage of Customer Journey	Improve Touchpoint	Suggestion for Improvement
meal ordering		proficiency
Customer enjoying food and beverage	Taste of food and beverage	<ul style="list-style-type: none"> • Apply the standard recipe • Communicate to customer better about the dish, service staff assist customer to describe about the food and beverage • Suggest the set menu for suitable combination of the taste
	Cleanliness of food and beverage	<ul style="list-style-type: none"> • Apply the Hygiene operating standard HACCP • Add the tangible clue of food cleanliness
	Freshness of food and beverage	<ul style="list-style-type: none"> • Use the fresh and quality ingredient
	Authenticity of food and beverage	<ul style="list-style-type: none"> • Hire the professional chef • Maintain the standard recipe
Billing and customer leaving	None	<ul style="list-style-type: none"> • Keep on doing as the original to maintain the efficiency level

5.3 Recommendation for the Further Study

The purpose of this study is aimed to develop the model for customer experience management to Thai full-service restaurant. the nature of customer experience is so specific for individual preference, the restaurant also has the operation in the specific style, therefore to manage customer experience, it might require the further detail of specific restaurant setting in the specific group of

customer since this research is exploring to all tourists that may have different preference, test or style. Subsequently, there are further recommendations for additional study that may include as the following

1) This study of customer experience model has focused on Thai full-service restaurant. The area for research scope is just in Bangkok, the capital city, that is the urban area and full of the historical and traditional attraction, therefore the demand of customer may lead to one-way specific way. The furtherer study may set the area or the scope in other environment such as beach or natural attraction.

2) All the touch point was sort out from the general Thai full-service restaurant, some specialty touchpoint such as traditional dance or entertainment may not involve in this research. The further study should be more specific on the style of service.

3) This study is focused on the International tourist as the respondent, it is very general and may contain the unclear tourist behavior, the further researcher should be more specific in the group of respondent, the clearer pattern might able to help the restaurateur.

4) The other style of the restaurant also very interesting and cover the large market of the restaurant business such as the quick service restaurant, casual restaurant or the family restaurant. Further study may turn to be focus to other area so the model of customer experience can be introducing further.

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APPENDIX

QUESTIONNAIRES



No: _____
Date: _____
Location: _____

Questionnaires

Model of Customer Experience Management at the Thai full-service restaurant

Dear Restaurant Customer

My name is Krittorn Chewwasung, PH.D. (Integrated Tourism Management) Student at National Institute of Development Administration (NIDA). As partial of completion of the degree, I am conducting the research regarding overall customer experience, influence factor, effectiveness of the operation and the food and beverage consumption pattern of tourist at the Thai full service restaurant around Bangkok, Thailand.

Thai full-service restaurant is referring to the restaurant that serve Thai food and service at the full scale such as there are wait staff to present menu, take order and serve the food and beverage to the customer. The survey will focus on the *large scaled* of restaurant which have at least 20 dining tables service to customer. May I have your 10 minutes to complete this survey. Your information is greatly essential for analysis and will be kept confidential and used for research purpose only.

Thank you for your kind co-operation.

There are 5 sections to complete.

- Section A: Tourist food consumption behavior
- Section B: Importance and efficiency of restaurant operation variable
- Section C: The behavioral intention after the food and service consumption
- Section D: Customer emotional experience consumption
- Section E: Demographic profile and general information
- Section F: Suggestion

Section A: Tourist food consumption behavior

Direction : Please mark for your answer

1. How many people in your group of dining? _____ person. (including you)
2. Who is accompanying you to have meal at Thai Full service restaurant?

<input type="checkbox"/> Friend	<input type="checkbox"/> Client	<input type="checkbox"/> Couple (boyfriend/girlfriend/husband/wife/life partner)
<input type="checkbox"/> Family	<input type="checkbox"/> Business partner	<input type="checkbox"/> Alone <input type="checkbox"/> Other _____.
3. How do you order the meal when you have meal at Thai Full service restaurant?

<input type="checkbox"/> Set menu	<input type="checkbox"/> A la Carte	<input type="checkbox"/> Single dish
<input type="checkbox"/> Other _____.		
4. How do you find information about Thai Full service restaurant?

<input type="checkbox"/> Guide book	<input type="checkbox"/> Friend	<input type="checkbox"/> Newspaper or magazine	<input type="checkbox"/> Website
<input type="checkbox"/> Travel consultants or travel agent	<input type="checkbox"/> Travel Block <input type="checkbox"/> Social Media _____.		
<input type="checkbox"/> Smartphone application	<input type="checkbox"/> Other _____.		
5. Please identify 3 most influencing factors in selecting to consume at Thai full service restaurant

<input type="checkbox"/> Variety of menu choices	<input type="checkbox"/> Cleanliness of the restaurant
<input type="checkbox"/> Enjoy the taste of Thai food	<input type="checkbox"/> Speed of service
<input type="checkbox"/> Beautiful decoration of the restaurant	<input type="checkbox"/> Manner and professional of service staff
<input type="checkbox"/> Convenience location of restaurant	<input type="checkbox"/> Availability of information online or application
<input type="checkbox"/> Overall atmosphere of the restaurant	<input type="checkbox"/> Special promotion of the restaurant
<input type="checkbox"/> Good value for money	<input type="checkbox"/> Word of mouth communication
<input type="checkbox"/> Other _____.	
6. Please identify 3 (1-3) motivation factors of visiting Thai full service restaurant?

<input type="checkbox"/> Fulfilling the hunger	<input type="checkbox"/> Relaxing from everyday work
<input type="checkbox"/> Experiencing the Thai food	<input type="checkbox"/> Presenting the social status
<input type="checkbox"/> Socializing with friends and other	<input type="checkbox"/> Other _____.
7. How much do you spend for the meal? _____ Baht
8. What are behavior after food service consumption at Thai full service restaurant?

<input type="checkbox"/> Return to the restaurant in the next occasion	<input type="checkbox"/> Recommend to others about the restaurant
<input type="checkbox"/> Complain to others about the restaurant	
9. Which of the communication channel that you choose to inform others about your food service experience?

<input type="checkbox"/> Directly inform others	<input type="checkbox"/> Social media
<input type="checkbox"/> Travel Website	<input type="checkbox"/> Other _____.

Section B: Please rate the efficiency level of each restaurant operation variable in the Thai Full service restaurant

Direction: Please circle at the selected evaluation score

5 = Very important
4 = Important
3 = Somewhat important
2 = Not important
1 = Not important

5 = Highly efficient
4 = Efficient
3 = Somewhat efficient
2 = Not highly efficient
1 = Not efficient

NO	Factor influencing efficiency level in customer experience in each stage of customer journey	Important					Performance level				
		5	4	3	2	1	5	4	3	2	1
Pre-arrival to the restaurant											
1	Availability of the online information	5	4	3	2	1	5	4	3	2	1
2	Availability of the offline information	5	4	3	2	1	5	4	3	2	1
3	Ease of access to restaurant information	5	4	3	2	1	5	4	3	2	1
4	Availability of online / application booking	5	4	3	2	1	5	4	3	2	1
5	Availability of restaurant location on the navigation program Eg. GPS, Google Map	5	4	3	2	1	5	4	3	2	1
6	Ease of access to the restaurant location	5	4	3	2	1	5	4	3	2	1
Arrival to the restaurant											
7.	Parking space	5	4	3	2	1	5	4	3	2	1
8.	Exterior Decoration	5	4	3	2	1	5	4	3	2	1
9.	Decoration of the waiting area	5	4	3	2	1	5	4	3	2	1
10	Greeting style of the host staff	5	4	3	2	1	5	4	3	2	1
11	Waiting time for the table	5	4	3	2	1	5	4	3	2	1
Entering to the dining area											
12	Decoration of interior	5	4	3	2	1	5	4	3	2	1
13	Furniture	5	4	3	2	1	5	4	3	2	1
14	Lighting	5	4	3	2	1	5	4	3	2	1
15	Air flow	5	4	3	2	1	5	4	3	2	1
16	Temperature	5	4	3	2	1	5	4	3	2	1
17	Scent in the dining area	5	4	3	2	1	5	4	3	2	1
18	Sound and the Music	5	4	3	2	1	5	4	3	2	1
19	Cleanliness of the dining area	5	4	3	2	1	5	4	3	2	1
20	Other customer appearance and behavior	5	4	3	2	1	5	4	3	2	1
Menu presentation and food ordering											
21	Ease of menu	5	4	3	2	1	5	4	3	2	1
22	Variety of choice	5	4	3	2	1	5	4	3	2	1
23	Food and beverage price	5	4	3	2	1	5	4	3	2	1
24	Promotion campaign at the restaurant	5	4	3	2	1	5	4	3	2	1
25	Communication skills of service staff	5	4	3	2	1	5	4	3	2	1
26	Appearance of service staff	5	4	3	2	1	5	4	3	2	1
27	Cleanliness of service staff	5	4	3	2	1	5	4	3	2	1
28	Professional service skills	5	4	3	2	1	5	4	3	2	1

NO	Factor influencing efficiency level in customer experience in each stage of customer journey	Important level					Performance level				
		5	4	3	2	1	5	4	3	2	1
Customer enjoying food and beverage											
29	Table decoration (Vase or linen)	5	4	3	2	1	5	4	3	2	1
30	Equipment for each food item	5	4	3	2	1	5	4	3	2	1
31	Taste of food and beverage	5	4	3	2	1	5	4	3	2	1
32	Appearance of food and beverage	5	4	3	2	1	5	4	3	2	1
33	Freshness of food and beverage	5	4	3	2	1	5	4	3	2	1
34	Cleanliness of the food and beverage	5	4	3	2	1	5	4	3	2	1
35	Authenticity of food and beverage	5	4	3	2	1	5	4	3	2	1
Bill checked and customer leaving											
36	The correction of the bill	5	4	3	2	1	5	4	3	2	1
37	Responsiveness of the staff	5	4	3	2	1	5	4	3	2	1
38	Loyalty program offered by restaurant	5	4	3	2	1	5	4	3	2	1
39	Payment method	5	4	3	2	1	5	4	3	2	1
40	The speed of billing process	5	4	3	2	1	5	4	3	2	1

Section C : Behavioral intention of customer after consuming the food and service at the Thai full service restaurant

5 = Strongly Agree
 4 = Agree
 3 = Neither agree nor disagree
 2 = Disagree
 1 = Strongly disagree

No	The Behavioral intention	Level of behavioral intention				
		5	4	3	2	1
1	Overall Satisfaction of food service consumption Thai full service restaurant					
2	Return to the restaurant					
3	Share the information about restaurant to other					
4	I consider Thai full service restaurant as my first choice of next purchase					
5	I would recommend Thai full service restaurant to other					

Section D : Customer emotional experience consumption at the Thai Full-service restaurant

Direction: Please identify your emotional consumption experience that you have received from Thai full service restaurant

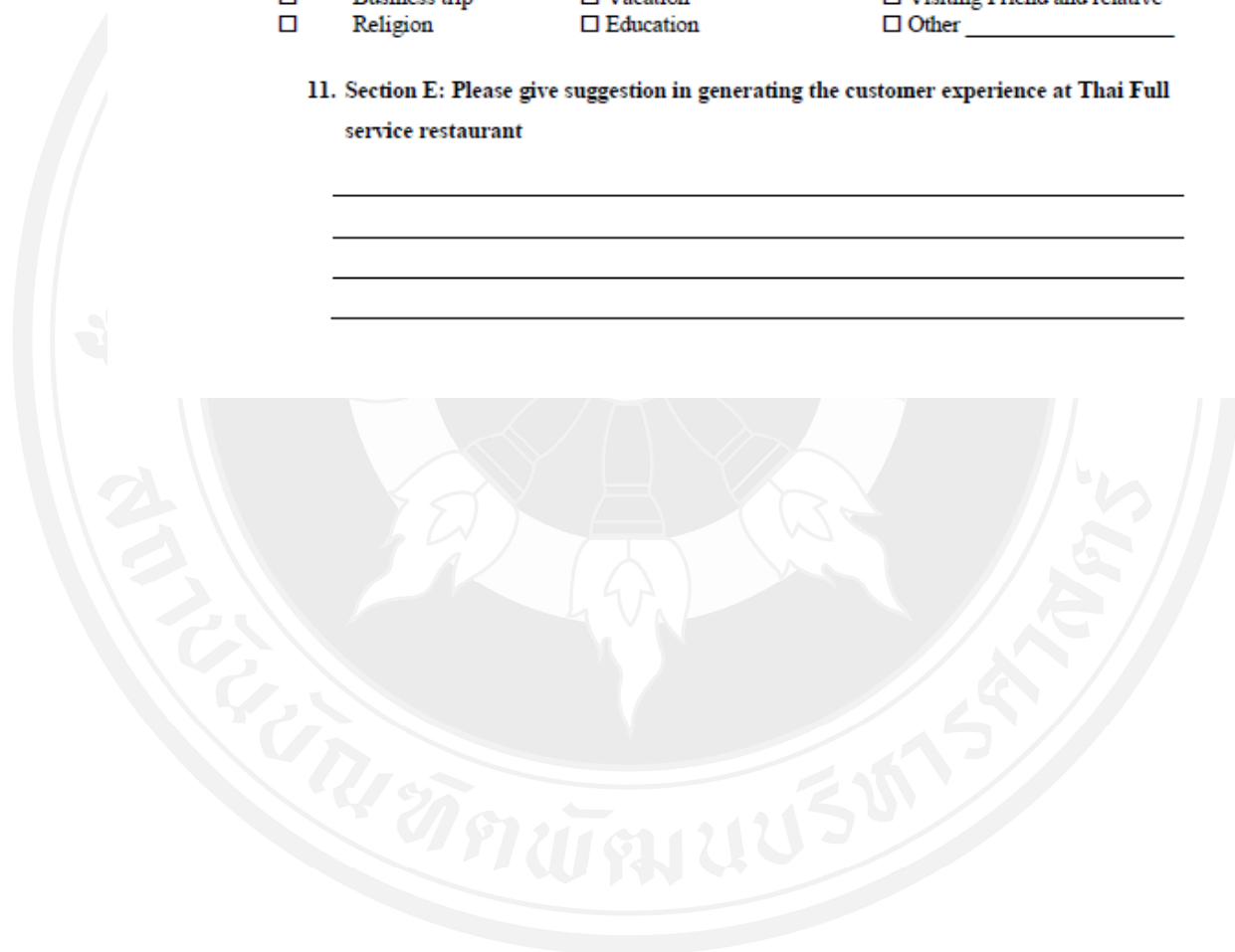
5 =Very high
4= high
3 = neutral
2= low
1 =Very low

NO	Customer emotional experience at the Thai Full-service restaurant	Customer's opinion about experience				
		5	4	3	2	1
1	I feel warm					
2	I feel respected					
3	I feel happy					
4	I feel comfortable					
5	I feel secured					
6	I feel relaxed					
7	I feel contented					
8	I feel frustrated					
9	I feel irritated					
10	I feel disappointed					
11	I feel skeptical					
12	I feel surprised					
13	I feel curious					
14	I feel excited					
15	I feel passionate					
16	I feel grateful					
17	I feel entertained					
18	I feel loving					
19	I feel romantic					
20	I feel sentimental					

Section D: Demographic profile and General information

1. Gender Male Female
2. Age _____ year old.
3. Nationality _____
4. Religion
 Buddhism Christian
 Islamism Hinduism other _____
5. Education
 Graduate level undergraduate level below undergraduate level
6. Occupation
 Civil servant Employee
 Students Retired
 Business owner other _____
7. Average income per month _____ (Currency _____)
8. Marital status Single Married Divorce/widow
9. This is your _____ time in Thailand (including this time)
10. The purpose of visit
 Business trip Vacation Visiting Friend and relative
 Religion Education Other _____

11. Section E: Please give suggestion in generating the customer experience at Thai Full service restaurant



BIOGRAPHY

NAME Krittorn Chewwasung

ACADEMIC BACKGROUND Doctor of Philosophy (Integrated Tourism Management) at the National Institute of Development Administration

Master of Arts (Tourism Management) Assumption University

EXPERIENCES Bachelor of Business Administration (Marketing) Assumption University
Customer Services at Turismo Air Asia Co., Ltd
Lecturer at Assumption University
Lecturer at Burapha University

