

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**A STUDY ON CUSTOMER SATISFACTION AND CUSTOMER
LOYALTY OF BONCHON FAST-FOOD RESTAURANT IN
YANGON**

THET HTAR SWE

MBA II – 66

MBA 24th BATCH

AUGUST, 2023

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ACADEMIC YEAR (2018 – 2023)

Supervised by:

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MBA II – 66
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“A thesis is submitted to the Board of Examiners in partial fulfillment of
the requirements for the degree of Master of Business Administration
(MBA)”

Supervised by:

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2018 – 2023**

ACCEPTANCE

This is to certify that the thesis entitled “**A Study on Customer Satisfaction and Customer Loyalty of Bonchon Fast-Food Restaurant in Yangon**” has been accepted by the Examination Board for awarding for the degree of Master of Business Administration (MBA).

Board of Examiners

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AUGUST, 2023

ABSTRACT

The purposes of the study are to examine the influencing factors (perceived value, food quality, health concern, price, and ambience) on customer satisfaction and to analyze the effect of customer satisfaction on customer loyalty towards Bonchon Fast-Food Restaurant in Yangon. Both primary and secondary data are used to accomplish the objectives of the study. Two-stage sampling method is used to collect primary data. Two branches, Myanmar Plaza and Hledan Branch are chosen out of 7 branches using simple random sampling method. The primary data are collected from 150 respondents by using systematic random sampling method. The data collection period is from 1st July, 2023 to 10th July, 2023. Customers are collected who are every 10th customer entering the restaurant. The secondary data are collected from academic research paper, relevant textbooks, journals, articles, empirical studies, internal websites and social media. The results of the study indicate that perceived value, food quality, health concern, price, and ambience have a positive significant effect on customer satisfaction and customer satisfaction significantly positive affects customer loyalty of Bonchon Fast-Food Restaurant.

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CHAPTER 1

INTRODUCTION

Nowadays, the business acknowledge that customer satisfaction is a major strategic issue in every business's success. Customer satisfaction represents the main indicator of a firm's performance and long-term commitment (Lee, 2004). That is, customers who feel satisfied about a brand's products are likely to purchase the same products from that brand frequently and recommend to others (Richard & John, 1989). Customer satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product or service's perceived performance (or outcome) to expectations (Kotler & Keller, 2011).

Customer satisfaction can influence the trust of customers Jalal & Haim (2015) as well as their future purchase behavior (Clemes, 2008). Additionally, higher degree of customer satisfaction will lead to better economic returns, such as return on investment, profitability, and market share (Anderson, 1994). In general, customers always want to meet their needs and wants with goods and services from the market. Therefore, the company need to provide complete service, worth its monetary value. Then, the company can attract many customers and can build the long-term relationship with them. And the new customer can be attracted by the existing customer with positive word-of-mouth communication. Satisfaction is a main determinant which effect the different variables and business's economic progress. Satisfaction come after use of some products or services which is essentially the result of actual and expected functions of product (Khokhar, et al., 2011). Therefore, the company have clear idea about what customer wants and what will give them maximum satisfaction (Maiyaki et al., 2011). Higher the customer satisfaction, higher will be the customer loyalty toward company.

Perceived value is a kind of gain where a customer obtains in return for the paid cost. Perceived value is a strategic instrument to attract and retain customers based on important factors for the success of industrial corporations and service providers (Gallarza & Gil, 2006). Food quality has largely been acknowledged as an important component for the operation of any restaurant, and therefore, it has a main

influence on customer satisfaction and future purchase intention (Namkung & Jang, 2007). Sulek and Hensley (2004) demonstrated that when consumers tend to decide on visiting a fast-food restaurant, they are likely to consider food quality, as it plays a key role in reflecting the core attributes of that restaurant.

Health concern is also related to ensuring more profit and reducing waste in the food business. The increasing concern for health in the marketplace has not gone unnoticed by restaurateurs and restaurant companies (Wansink & Love, 2014). In acknowledgement of the value of the health-conscious consumer, organizations from fast food franchises to fine dining establishments have introduced new products and, in some cases, entire menus that feature health-focused menu items (Glanz et al., 1998). Price is an extrinsic cue and referred to the amount of money charged when customers purchase a product/service. It is the sum of the values that customers exchange for using the product/service (Kim & Hyun, 2011). According to Anderson et al. (1994), the prices of a product or service can affect the degree of satisfaction among customers, because whenever they assess the given value of a purchased product or service, they tend to consider its price.

To improve the physical environment, the restaurants' managers should invest substantially on interior designs; decorations, floor cleanness, and other accessories, because such expenditures are the most important investments for attracting customers (Azim et al., 2014). Additionally, ambient environment includes intangible background features that have significant influence on consumers' perceptions and relative responses towards the environment of a service provider (Nguyen & Leblanc, 2002).

Loyalty refers to the deep commitment of the buybacks or revisit the desired product or service consistently in the future (Oliver, 2014). Loyal customers are less likely to switch to a competitor's brand just because of price and other special promotions, bring in new customers through word of mouth and they are less expensive to maintain (Yoo & Bai, 2013). Miller (1976) defined that consumers' aspiration is a hope or ambition of achieving something and the consumers' level of aspiration is a system of expectancies. Sherwood (1989) stated that an aspiration is a future goal in which a customer is willing to invest effort, time or money.

This study focuses on the general perception factors influencing on customer satisfaction, and the relationship between customer satisfaction and customer loyalty in Bonchon Fast-Food restaurant. Bonchon Myanmar is a fast-food restaurant in Myanmar. Bonchon chicken is a global restaurant chain and was founded in South Korea in 2002. Bonchon has rapidly expanded worldwide, spanning across nine countries comprising the US, Bahrain, Kuwait, the Philippines, Singapore, Cambodia, Vietnam, Myanmar and Thailand. Bonchon has now over 300 franchises across the world. In 2010, Bonchon arrives in South East Asia and now it has 7 branches in Myanmar. First branch was opened at Junction City in Yangon. Bonchon is the last one entering to Myanmar and is competing with the other foreign fast-food chains such as KFC, Lotteria, and Marry Brown. These fast-food chains usually expand their businesses widely through franchising strategies in emerging markets and all are trying to attract customers with their different products, services and marketing campaigns.

1.1 Rationale of the Study

In today's competitive era, customers are more demanding and start to have more experiences in fast-food service sector because lifestyles change and dining out increases. Therefore, many obstacles for today's marketers are emerging. There are two consequences for this: firstly, customers have different feelings about restaurants, and secondly, customers develop higher expectations for their dining experience (George, 2001). It is critical to know the knowledge of customer expectations and dining satisfaction for businesses.

Customer satisfaction has become the most significant aspect in the field of business, because satisfied customers have significant impact on the profits of business (Sabir et al., 2014). Meeting customers' expectations reinforce restaurants' competitive advantage and enable it to compete with other rivals. (Gregory et al., 1997). High-standard customer service can win the customers' hearts and make the business recognizable within the target group. Customer satisfaction is reflected in business's revenue. Customers' feelings and opinion about the brand can affect in both positive and negative way. It is 6-7 times more expensive to acquire a new customer than it is to keep a current one (Tricia, 2016). Therefore, the business needs to

consider the importance of customer satisfaction especially while planning its marketing and positioning campaigns.

In Myanmar, fast-food industry is continually developing nowadays and there are many popular foreign fast-food chains such KFC, Lotteria, Marry Brown and other local chains. Bonchon is the last one entering to Myanmar fast-food industry among these fast-food chains. Thus, Bonchon really has to prepare marketing plan over competitors and also should maintain its' uniqueness. This study intends to focus the factors influencing on customer satisfaction and customer loyalty towards Bonchon Fast-Food Restaurant.

1.2 Objectives of the Study

The objective of the study is to identify factors influencing customer satisfaction and loyalty of Bonchon Fast-Food restaurant in Myanmar.

Specific two objectives are as following:

1. To examine the influencing factors on customer satisfaction of Bonchon Fast-Food Restaurant.
2. To analyze the effect of customer satisfaction on customer loyalty towards Bonchon Fast-Food Restaurant.

1.3 Scope and Method of the Study

There are many foreign fast-food chains in Myanmar and Bonchon is the last one entering to Myanmar market and it has now 7 Branches in Myanmar. Primary data and secondary data are used in this study. Two-stage sampling method is used to collect primary data. Two branches, Myanmar Plaza and Hledan Branch are chosen out of 7 branches using simple random sampling method. At the first stage, Five-Point Likert scale is used in questionnaire. The primary data are collected from 150 respondents by using systematic random sampling method. The data collection period was from 1st July, 2023 to 10th July, 2023. Customers are collected who are every 10th customer entering the restaurant. At the second stage, information from empirical studies, formal and academic research papers, text books, journals, articles, internet

webpages, and social media are used as secondary data sources. Descriptive statistics and multiple liner regression methods are used form data analysis.

1.4 Organization of the Study

This study consists of five chapters. Chapter one is the introduction of the study. It includes rationale of the study, objectives of the study, scope and method of the study. Chapter two explains the theoretical background of influencing factors on customer satisfaction and the relationship between customer satisfaction and customer loyalty. Chapter three presents the profile and services of Bonchon Myanmar. Chapter four includes the analysis on customer satisfaction and loyalty of Bonchon Fast-Food Restaurant. Finally, chapter five concludes with the key findings, discussions, suggestions and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter focuses on the theoretical background using in this study. This chapter consists of meaning of customer satisfaction and, which factors influence on customer satisfaction, then discussed about the importance of customer satisfaction, customer loyalty, then the empirical of the study and conceptual framework of the studies.

2.1 Influencing Factors on Customer Satisfaction

This section describes factors – perceived value, food quality, health concern, price and ambience that influence on customer satisfaction.

(a) Perceived Value

Perceived value has been defined as the benefit from services which customers believe they receive in consideration for the cost of that service (Mcdougall & Levesque, 2000). Perceived value is the trade-off between what customers receive and what they have to pay to obtain a service (Manroe, 1991). Consumers' value perceptions are critical for their purchase decisions (Wang, 2015). Perceived value refers to “the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given” (Zeithaml, 1988).

Customer perceived costs are often represented and measured by price (Brady & Cronin, 2001); (Varki & Colgate, 2001). Other non-monetary costs include time and physical and mental effort (Zeithaml et al., 2009). These types of costs are different across individual consumers and situations (Tam, 2004). Oliver and Rust (1994) stated that if the price was too high and a service is of a good quality, then customers rated it as a poor value service. James et al. (1997) found that high value was not necessary associated with low prices, because services with a high perceived value may in fact have high or low prices. When perceived value increases, maybe customers will stay loyal and have increased expectations, whereas a decrease in

value will result in customers being more receptive to competitors' marketing (Groenroos, 2000).

(b) Food Quality

Food quality is defined as one of the most critical constituents of a dining performance and productivity (Namkung & Jang, 2008). Food quality is main factor affecting on customer loyalty, expressing customer's perspective; a primary determinant for appealing customers and retaining them repeatedly, as well as a core predictor of loyal level from customers (Jang & Ha, 2010). Food quality is the central part and also the reason of why customers pick one restaurant over another. The Fresh and tasty ingredients play the leading role in food quality of restaurants (Soriano, 2002).

Similarly, Vangvanitchyakorn (2000) indicated that food quality represents the foremost important criteria in consumer's overall evaluation of a restaurant. Furthermore, Peri (2006) demonstrated that food quality is an important ingredient that should be provided by restaurants in order to meet the needs and satisfaction of customers. Food quality has widely been considered as an essential aspect in the success of any restaurant (Liu & Jang, 2009). When it is compared with other standards as service quality or environment, food quality is the most crucial component of customer satisfaction (Sulek & Hensley, 2004).

(c) Health Concern

Traditionally, customers were most interested in the quality of service and food, along with location, hours, menus, etc. Nowadays the focus has understandably shifted to a large extent to matters of health and safety. It's not enough just to serve delicious food with a smile, restaurant should take proactive, visible action to promote safety and sanitation. Health concern is vitally important for fast-food restaurant. Rohr et al. (2005) pointed out that food concern has become a concern in Europe about food quality.

Food hygiene and safety is extremely important in the restaurant business because if food is not handled properly, it can lead to serious health consequences for

customers. Health and safety are key to protecting restaurant employees and customers and upholding the reputation of the business. Maintenance of food health and safety is very important for restaurants to avoid losing customers and to get customer satisfaction.

(d) Price

The businesses have to accept that price is a key marketing factor influencing on consumer behavior. According to Anderson et al (1994), the prices of a product or service can affect the degree of satisfaction among customers, because whenever they assess the given value of a purchased product or service, they tend to consider its price. Price is not only considered a multi-aspect variable for monetary price, objective price and sacrifice but also similar to valuable entity that consumers have to scarify to obtain what they really want to possess to (Zeithaml, 1998).

Particularly, customers are likely to rely on various reference sources to make better judgments such as cost of goods sold, previous prices, and rivals" prices when evaluating price fairness in order to form comparisons (Bolton et al., 2003). Pricing for a product is not easy to conduct because price is set based on the core values of available products and then, it is considerably crucial element for customer satisfaction since almost consumers will estimate the product or service value as well as make decision for any their purchase through price, stated (Khan, 2011). When customers decide to buy goods or services, they actually consider price as a priority to evaluate them. Price usually goes on with value and all consumers want value that is worth for their payment. According to Kotler (1980), customers feel satisfied with the business only when the reasonable price can deliver the value they desired.

(e) Ambience

Ambience refers to the physical environment delivering of service products. Warren (2008) displayed the ambience, environment of restaurant and detail's design strongly impact on customer perception and satisfaction; it also affects the recognition level with one brand. Customer satisfaction is affected by the atmosphere of the restaurant consisting of arrangement, decoration, music, hygiene as well that are main ingredients to create and build the good image in the first sight of customers and

memorable impression in customers' mind (Lim, 2010). The business must also emphasize on the design and environment of the restaurant in order to create the best fast-food chain. According to the Lim (2010), the atmosphere of the restaurant is influencing the customer satisfaction such like music, setting arrangement, decoration these are things which create the positive image of the restaurant in the mind of customers.

Ambience is one of the key factors to be evaluated and satisfied by customers about the services provided by the restaurants. Positive perceptions of the environment can result in customers' satisfaction with the service provider followed by positive behaviors, such as likelihood to recommend the service provider to others (Cornelius et al., 2009), (Ryu et al., 2012). Not only ambience influences customers' satisfaction levels, but also it can make service firms different and unique with others and also one of the influencing factors on customer experiences. A well-designed physical environment is considered to be important for influencing consumers' pre-purchase decisions as well as their post-purchase behavior while evaluating their satisfaction towards the quality of products and services of a service provider (Bitner, 1992).

2.2 Customer Satisfaction

Customer satisfaction has become the most important factor in any business satisfying the customer expectations that lead to a raise on the profits of business. Customer satisfaction is the extent to which a product perceived performance matches a buyer's expectations (Kotler & Armstrong, 2012). If the product's performance falls short of expectation, the buyers is dissatisfied. If performance matches or exceeds expectation, the buyers is satisfied or delighted. Customer satisfaction is the internal feelings of every individual which may be satisfaction or dissatisfaction resulting from the assessment of services provided to an individual in context to customer's anticipation by an organization (Oliver R. , 1980); (Leisen & Vance, 2001).

Customer satisfaction is defined as customers' needs and goals when a service is providing a pleasurable level of fulfillment and emotional response (Oliver, 1997) The businesses have to build a strong long-term relationship with customers in order to create more customer buying behavior. Therefore, satisfied customers have become

the most effective marketing tool for business. Friendly organization and customers relationship increase organization performance and sales (Swimberghe & Wooldridge, 2014). Hansemark and Albinsson (2004) also referred customer satisfaction to the overall assessment of customers towards the products or services of a brand and their emotional reactions regarding the capability of that brand in fulfilling some of their needs and desires. Similarly, Kotler (2000) thought about satisfaction as “a person’s feeling of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to his or her expectations”.

Rahman et al. (2012) demonstrated that customer satisfaction can be explained based on the feelings of happiness, acceptance, relief, delight, and pleasure. The authors added that customers’ satisfaction is likely to be established after evaluating the products and services of a brand in meeting certain needs and wants. Customer satisfaction also leads to favorable word-of-mouth publicity that provides valuable indirect advertising for an organization (Halstead & Page, 1992; Fornell, 1992). The more customers satisfy, the more they have willingness to pay more for services they get, and the more they don’t mind increasing price.

Therefore, businesses could achieve higher profits and market share because of repeat purchase and referral business. Satisfaction from customers and services of business are the key strategic tool in order to achieve competitive advantage. In order to accomplish the customer’s expectations, desires and needs in relation to the service, overall customer satisfaction depends on the service ability. Therefore, the businesses continually emphasize to provide the best service just to achieve satisfaction, and if the customers highly satisfy, this will lead to customer loyalty.

2.3 Customer Loyalty

Kandampuly and Suhartanto (2000) explained the customer loyalty in their research that “customer who repurchases from the same service provider whenever possible and who continues to recommend or maintains a positive attitude towards the service provider”. Customer loyalty means the enthusiasm of the customer to be continually with product or service of the company. In general, loyalty represents as consumer’s promise in managing colleague’s referring, services, buying products and particular organization (McIlroy & Barnett, 2000). Oliver (1997) defined that loyalty

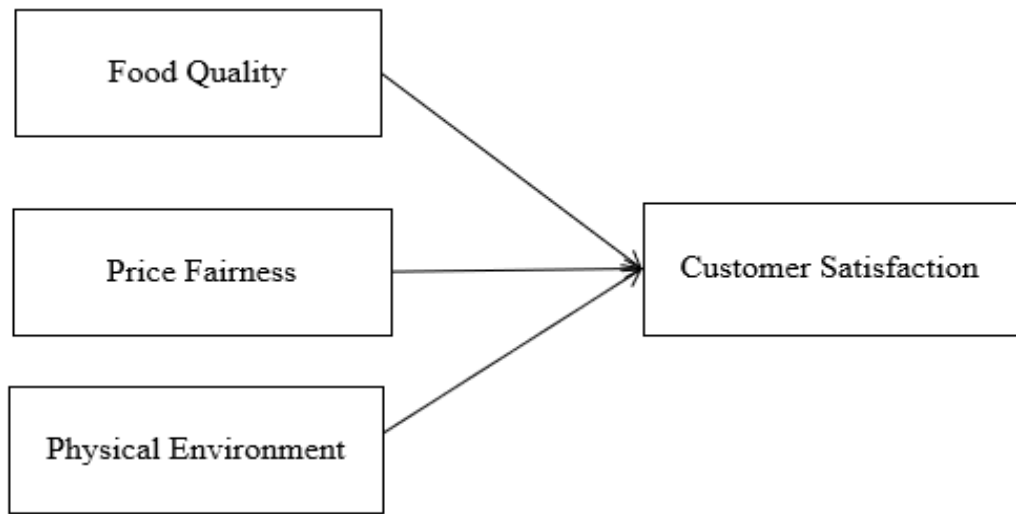
is considered as customer's profound promise to buy products/services again in the future. Olsen (2005) also identified that loyalty can be considered based on attitude and behavior of customers.

A loyal customer is one who holds a favorable attitude toward the organization, recommends the firm to other consumers and displays consistent repurchase behavior (Dimitriades, 2006). Loyal customers are less likely to switch to a competitor's brand just because of price and other special promotions, bring in new customers through word of mouth and they are less expensive to maintain (Yoo & Bai, 2013). Julander et al. (1997) explained that customer loyalty has two magnitudes: the first one is behavioral and the other is attitudinal. The behavior loyalty means the customer is intend to repurchase the brand or services from the service provider over time (Bowen & Shoemaker, 1998), whereas, attitudinal loyalty means the customer intend to repurchase and also recommend other which is the good sign of customer loyalty (Getty & Thompson, 1994). Achieving affective customer satisfaction can lead to customer retention that can be rewarded by better customer loyalty and develop business relationships (Kotler & Armstrong, 2012).

2.4 Empirical Studies

Past studies have analyzed the factors influencing on customer satisfaction. Jalal (2016) focused on the effects of food quality, price fairness, and physical environment on customer satisfaction in fast food restaurant industry. The conceptual framework of the previous research paper was shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Jalal

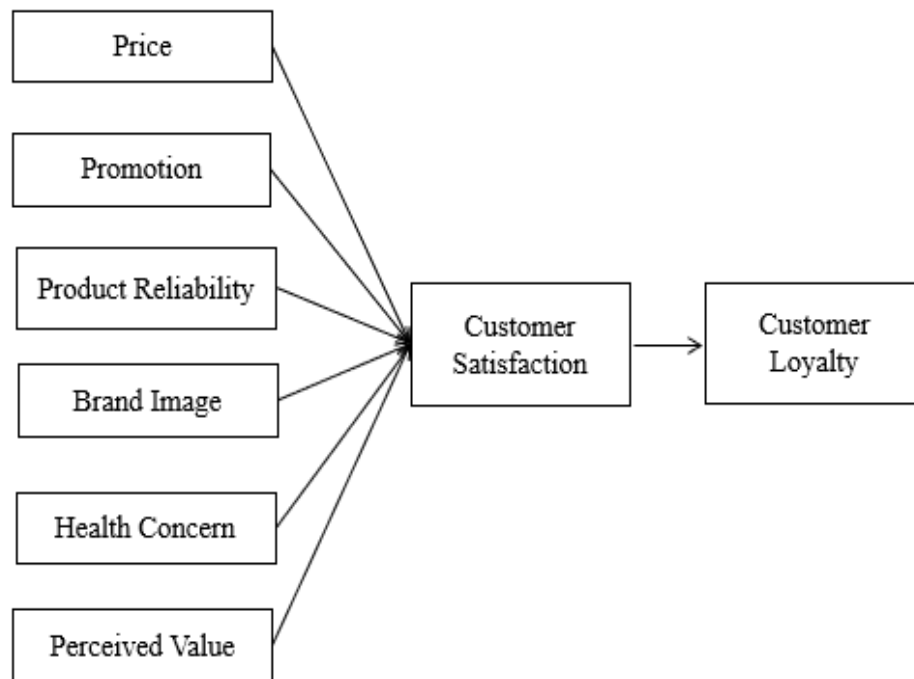


Source: Jalal (2016)

According to this study, there were three variables influencing on customer satisfaction – food quality, price fairness and physical environment. The data were collected from 242 valid responses of international fast-food restaurants in east coast Malaysia. The finding discovered that food quality, price fairness, and physical environment have significant positive effect on customer satisfaction.

Another previous researcher, Amornrat (2015) conducted the study about how price, promotion, product reliability, brand image, health concern and perceived value influence on customer satisfaction and loyalty towards tea beverage in Bangkok. The conceptual framework of the study is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Amornrat



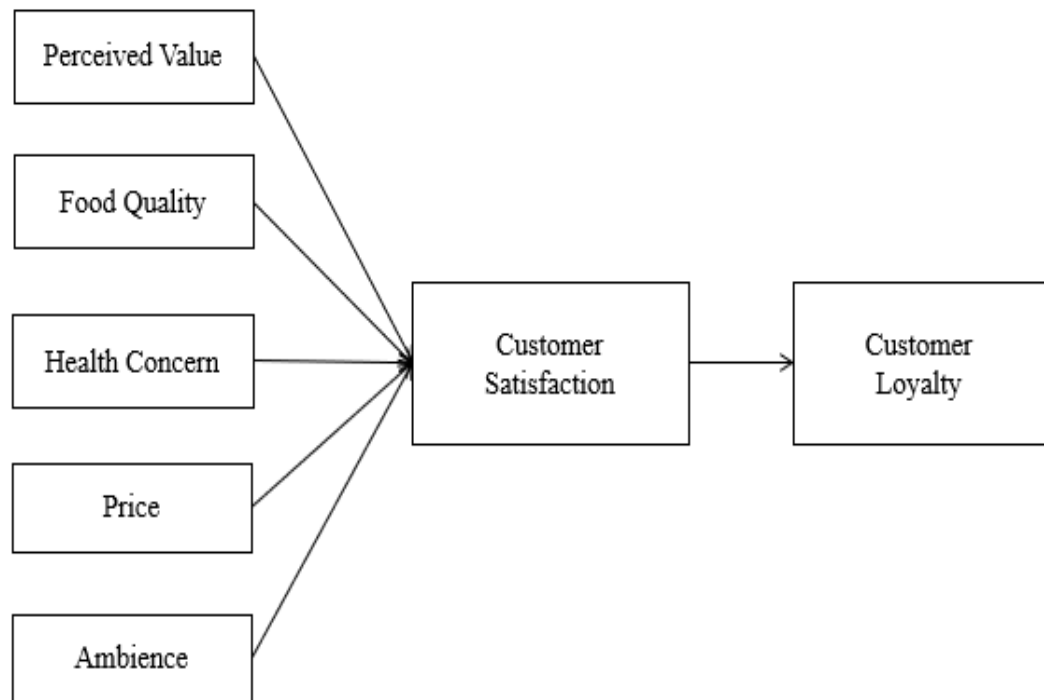
Source: Amornrat (2015)

In this study, the data were collected from a total of 261 respondents in Bangkok. The final conclusion shows that the factors – the perceived value, price, health concern have a significant positive influence on both customer satisfaction and loyalty. In addition, brand image has an influence only on the customer satisfaction. Nevertheless, promotion and product reliability don't have impact on the customer satisfaction and loyalty. The result shows that perceived value has the strongest influences on both customer satisfaction and loyalty.

2.5 Conceptual Framework of the Study

The conceptual model is developed by overall review of previous studies. There are five independent variables influencing on customer satisfaction in this study. These five variables are perceived value, food quality, health concern, price and ambience. Then dependent variables are customer satisfaction and customer loyalty. The framework of this study is shown in the following Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2023)

In the conceptual framework of this study, three major parts are involved. The first part is about influencing factors on customer satisfaction. These variables include perceived value, food quality, health concern, price, and ambience. The second part is customer satisfaction and the last part is customer loyalty. According to Figure (2.3), the independent variables such as perceived value, food quality, health concern, price, and ambience are lined with dependent variable, customer satisfaction. Furthermore, this conceptual framework also emphasizes the effect of customer satisfaction on customer loyalty.

CHAPTER 3

PROFILE AND SERVICES OF BOCHON FAST FOOD RESTAURANT IN YANGON

This chapter consists of three parts. The first part introduces about background and summary profile of Bonchon. The second part includes services offered by Bonchon and the final part is reliability test.

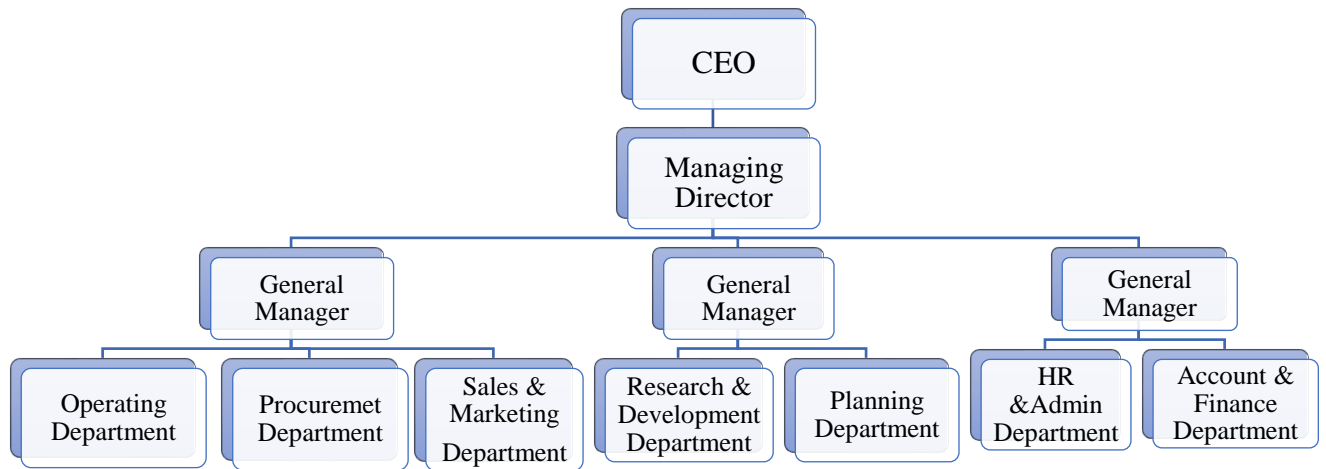
3.1 Profile of Bonchon Fast-Food Restaurant

The Bonchon restaurant began in 2002 in Busan, South Korea. The first location in the U.S. was in Fort Lee, New Jersey. Jinduk Seo is the founder of Bonchon Chicken and Flynn Dekker is currently the CEO. In 2021, Bonchon moved its global headquarters to Dallas, Texas. The Korean fried chicken franchise currently operates in 21 states in the U.S. and 8 countries internationally. There are 12 stores in Cambodia, 7 stores in Myanmar, 168 stores in Philippines, 6 stores in Singapore, 101 stores in Thailand, 7 stores in Vietnam, 2 stores in Australia, 2 stores in Kuwait, 2 stores in Bahrain, 114 stores in United States, and 1 store in France. In Myanmar, Urban Kitchen Co., Ltd started to opened Bonchon at Yangon in August 2018. The first outlet is Junction City Branch in Yangon.

(a) Organization Structure

Bonchon Myanmar (Urban Kitchen Co., Ltd) are being operated with specific seven departments. These departments are working through the following structure as shown in Figure (3.1).

Figure (3.1) Organization Structure of Urban Kitchen Co., Ltd

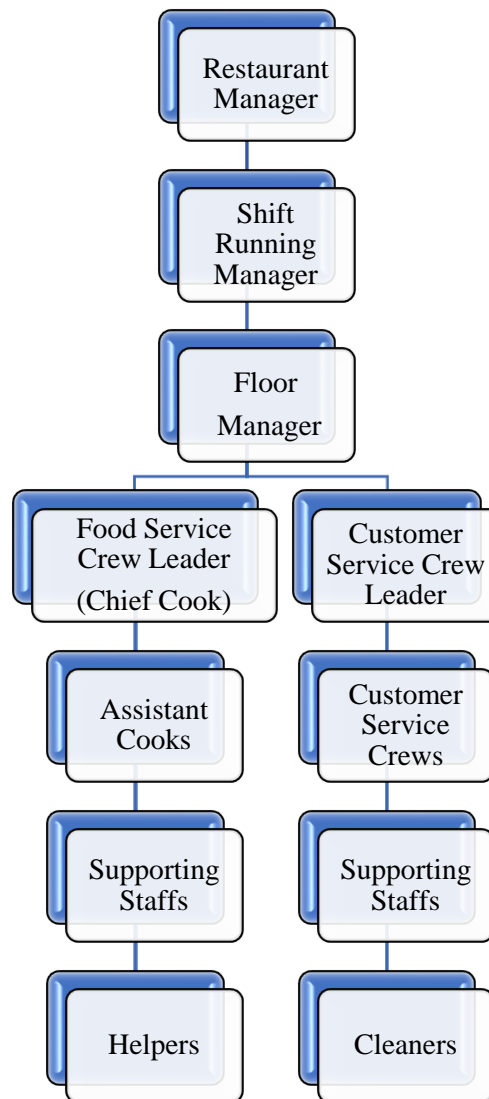


Source: Urban Kitchen Co., Ltd (2023)

As shown in Figure, Bonchon Myanmar (Urban Kitchen Co., Ltd) has seven department; Operating Department, Procurement Department, Sales & Marketing Department, Research & Development Department, Planning Department, HR & Admin Department, and Account & Finance Department. This is the organization chart of Urban Kitchen Myanmar Co., Ltd.

The organizational chart of Bonchon Fast-Food restaurant in Myanmar is shown in Figure (3.2).

Figure (3.2) Organization Chart of Bonchon Fast-Food Restaurant in Myanmar



Source: Bonchon Fast-Food Restaurant (2023)

As Bonchon has 7 branches in Myanmar, 7 restaurant managers are running the daily operation. In each branch, there are 16 employees totally. They are restaurant manager, shift running manager, floor manager, food service crew leader (chief cook), customer service crew leader, assistant cooks, customer service crews, supporting staffs, helpers and cleaners. All branches are being operated according to the same structure to implement the mission with together all branches around the world.

(b) Mission of Bonchon Fast-Food Restaurant

The mission statement of Bonchon is “To share the joy of Korean comfort food around the world”. Bonchon wants to give experience with Korean food and wants customers around the world to be familiar with Korean culture. Korean food culture is ever-evolving. Year in, year out, food trends are coming out of South Korea. But there are all-time favorites, foods that can’t be missed out. Bonchon want to provide such kinds of Korean signature foods around the world.

3.2 Services Provided by Bonchon Fast-Food Restaurant

This section describes services provided by Bonchon to customers – food quality, health concern, products offered, pricing lists and ambience of Bonchon Fast-Food Restaurant.

(a) Food Quality of Bonchon Fast-Food Restaurant

Among fried chicken brands, Bonchon’s signature fried chicken was being started by hand battering each piece in a thin layer of flour and other secret ingredients. It’s the only way to get that perfect ration of batter to chicken. Then, each piece is fried, fried, double fried. The final step is hand brushing on chicken with signature sauce to make each bite perfectly flavorful. Customer can feel the quality taste of fried chicken with these three steps.

(b) Health Concern of Bonchon Fast-Food Restaurant

Bonchon always focuses on customer’s health and safety. Therefore, Bonchon’s staffs are always spending time for restaurant cleaning every day. Bonchon places hand sanitizer through restaurant specially in high-touch and high-traffic areas like the entrance, ordering counter, food disposal areas, and drink dispensers. Bonchon’s staffs always check on the toilet and clean every couple hour, Bonchon’s staffs clean not only inside the restaurant but also wash the windows (outside and inside) and wipe down door handles and door frames to remove any gunk, dirt, or fingerprints. Bonchon also emphasizes on kitchen to be clean. The cooks always wash

and disinfect all kitchen utensils after every use, clean kitchen walls and ceilings weekly.

(c) Products and Pricing Lists of Bonchon Fast Food Restaurant

Bonchon Myanmar provides foods to customers with unique taste and high availability. All Bonchon chains offer standard menu which consists of food items such as fried chicken, French fries, BBQ, Soup, Snacks and drinks. Bonchon's menu is not only Korean signature foods but also Korean side dishes for that customers feel Korean culture and vibes.

Another Bonchon's signature is soju and beer. The fried chicken and beer combo known as Chi-Maek is really popular and beloved by Koreans. The foods offered by Bonchon are crispy fried chicken, crispy fried chicken skin, min burger, homemade chicken potsticker, Bibimbap (Korean rice salad), Kimchi fried rice, Mala fried rice, Kimbap (Korean seaweed rice roll), Japchae (Korean stir-fried glass noodle), Kimchi Soup, corn cheese, cheesy fries, French fries, fishcake fries, Korean side dishes, and Korean beef BBQ. The drinks offered by Bonchon are beer, soju, makgeolli (Korean rice wine), CocaCola, Sprite, Orange, and signature yogurt soju. Bonchon focuses on customer satisfaction and usually offers new menus and promotion plan.

There are variety of foods in Bonchon as mentioned above. The following Table (3.1) is shown as the pricing lists of the foods in Bonchon.

Table (3.1) Products and Pricing Lists of Bonchon Fast-Food Restaurant

No	Menu	Price (MMK)	
1	Signature Korean Fried Chicken Wings	Small (4pc)	5,800
		Regular (6pc)	8,400
		Large (8 pc)	10,800
		Family (16pc)	19,400
2	Signature Korean Fried Chicken Drumstick	Small (2pc)	5,900
		Regular (3pc)	8,700
		Large (4pc)	11,400
		Family (8pc)	20,900
3	Signature Korean Fried Chicken Boneless Strips	Small (4pc)	5,900
		Regular (6pc)	8,700
		Large (8 pc)	11,400
		Family (16pc)	20,900
4	Crispy Fried Chicken	Crispy Chicken Skin	4,800
		Crispy Chicken Pop	5,800
5	Mini Burger	Single	3,900
		Double Set	7,100
6	Korean Signature Dish	Kimchi Rice Salad	5,900
		Kimchi Fried Rice	5,900
		Kimchi Soup	5,700
		Korean stir-fried glass noodle	7,500
7	Drink	Beer	3,500
		Soju	8,900

Source: Bonchon Fast-Food Restaurant (Urban Kitchen Co., Ltd)

Bonchon offers its signature fried chicken with four kinds of chicken wings, chicken drumstick, boneless strip and crispy chicken. Bonchon arranges package prices as small, regular, large and family set for all customers.

(d) Ambience of Bonchon Fast-Food Restaurant

All Bonchon branches are located in downtown area. Bonchon branches have enough car parking and customers also can easily go to Bonchon with public transportation. Bonchon restaurants’ interior design and decorations are really attractive and the arrangements of tables and chairs have enough space between them to make customer to feel more comfortable. Moreover, background music and physical atmosphere are already good enough to meet customer expectations. The branches of Bonchon Fast-Food Restaurant are described through the following Table (3.2).

Table (3.2) Branches of Bonchon Fast-Food Restaurant

No	City	Branch
1	Yangon	Junction City Branch
2	Yangon	Myanmar Plaza Branch
3	Yangon	Junction Square Branch
4	Yangon	Hledan Branch
5	Yangon	YayKyaw Branch
6	Yangon	Terminal M Branch
7	Mandalay	Mandalay Brach

Source: Bonchon Fast-Food Restaurant (2023)

There are totally 7 branches in Myanmar. Six branches are located in Yangon and 1 branch is in Mandalay.

3.3 Reliability Test

Reliability analysis is the degree to which the values that make up the scale measure the same attribute. In addition, the most used measure of reliability is Cronbach's alpha coefficient. The Cronbach's Alpha has a value between 0 and 1. The closer the Cronbach's Alpha value to 1, the greater the internal consistency of the item within the scale. According to George and Mallery (2003), Cronbach's Alpha value above 0.90 indicates excellent internal consistency, above 0.80 is good, above 0.70 is acceptable, above 0.60 is questionable, above 0.50 is poor, and below 0.50 is unacceptable. It is the average correlation between all values on a scale. Reliability Test of the study is shown in Table (3.3).

Table (3.3) Reliability Test

Sr. No	Variables	No. of Item	Cronbach Alpha
1	Perceived Value	7	0.812
2	Food Quality	6	0.835
3	Health Concern	5	0.769
4	Price	6	0.744
5	Ambience	7	0.861
6	Customer Satisfaction	10	0.824
7	Customer Loyalty	10	0.756

Source: Survey Data (2023)

The Cronbach Alpha value of perceived value, food quality, health concern, price and ambience are more than 0.700. Therefore, all of the Cronbach Alpha value are acceptable.

CHAPTER 4

ANALYSIS ON CUSTOMER SATISFACTION AND CUSTOMER LOYALTY OF BONCHON FAST-FOOD RESTAURANT IN YANGON

In this chapter, the study analyzes the customer satisfaction and customer loyalty, and the effect of factor influencing customer satisfaction and customer loyalty of Bonchon fast-food restaurant in Yangon by using linear regression method.

4.1 Demographic Profile of Respondents

To study the factors affecting on customer satisfaction and loyalty of Bonchon Fast-Food Restaurant, the first analysis is the demographic characteristics of respondents. They are gender, age group, occupation, education level, monthly income and visit to Bonchon. The sample size of the study is 150 respondents. The data are collected with structured questionnaires from customers of Myanmar Plaza and Hledan Branch. Five-point Likert Scale is used ranging from 1=strongly disagreed, 2=disagree, 3=neutral, 4=agreed, and 5= strongly agreed. According to Best (1977), the mean values of five-point Likert Scale items are interpreted as follow:

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

The results of the demographic characteristics of the respondents are described in Table (4.1).

Table (4.1) Demographic Profile of Respondents

Demographic Factors		No of Respondents	Percentage (%)
Total Respondents		150	100
Gender	Male	59	40
	Female	91	60
Age Group	Under 18 years	15	10
	18-25 years	62	41
	26-40 years	68	46
	Above 40 years	5	3
Occupation	Student	32	21
	Office Employee	61	41
	Self-employed	42	28
	Other	15	10
Educational Level	Under Graduate	40	27
	Graduate	80	53
	Post Graduate	30	20
Monthly Income (MMK)	Less than 200,000	5	3
	200,000 - 399,000	5	3
	400,000 - 599,000	35	24
	600,000 -799,000	75	50
	800,000 - 999,000	10	7
	Above 1,000,000	20	13
Visit to Bonchon	First Time	20	13
	Below 5 times	51	35
	6 - 10 times	66	44
	11 - 15 times	8	5
	16 times and above	5	3

Source: Survey Data (2023)

In this study, total 150 respondents are participated. As shown in Table, 60% of respondents are female while 40% of respondents are male. Nowadays, most females are interested in Korean culture and more familiar with Korean foods. 46% of respondents are age between 26-40, 41% are age between 18 and 25, 10% are under 18 years and 3% of respondents are age above 40 years. According to collected occupation data, 21% of respondents are student, 41% of respondents are office employee, 28% of respondents are self-employed and the rest 10% are other occupation. Concerning with occupational qualifications, 27% of respondents are undergraduate, 53% of respondents are graduate, and the rest 20% are post graduate.

For monthly income, 3% of respondents are less than 200,000 MMK, 3% of respondents are between 200,000 and 399,000 MMK, 24% of respondents are between 400,000 and 599,000 MMK, 50% of respondents are 600,000 and 799,000 MMK, 7% of respondents of respondents are between 800,000 and 999,00 MMK, and the rest 13% are above 1,000,000 MMK. As presented in table, 13% of respondents are first time visit to Bonchon, 34% of respondents are below 5 times visit, 44% of respondents are between 6 and 10 times, 5% of respondents are between 11 and 15 times, the rest 3% are 16 times and above visiting to Bonchon and they are loyal customers of Bonchon.

4.2 Analysis on Effect of Factors Influencing Customer Satisfaction of Bonchon Fast-Food Restaurnat

This part is to analyze how influencing factors effect on customer satisfaction of Bonchon Fast-Food Restaurant in Yangon.

(a) Perceived Value

This section is described the mean value and standard deviation of perceived value influencing on customer satisfaction. Seven questions are used to be analyzed. The overall mean value of perceived value is presented in following Table (4.2).

Table (4.2) Perceived Value

SN	Statements	Mean	Standard Deviation
1	Being reliable quality of food and service in Bonchon	3.84	0.696
2	Giving experiences that feel a sense of joy	4.01	0.723
3	Offering food and service that are worth the money	3.49	0.91
4	Having a good reputation	4.19	0.798
5	Being easy to buy	3.60	1.056
6	Appearing to be a good bargain	3.25	1.023
7	Making customer feels delighted	4.11	0.752
	Overall Mean	3.78	

Source: Survey Data (2023)

According to Table (4.2), the respondents agree with seven statements and the overall mean is 3.78. The highest mean value means that customers agree with Bonchon's good reputation. Bonchon has built its brand image with good quality. The second and third highest mean value indicates that customers feel delighted and a sense of joy about Bonchon's food and service. Customer want Bonchon's food and service again and again. The lowest mean value described that Bonchon's price is not a good bargain because Bonchon's foods are pretty expensive when comparing with other fast-food brands.

(b) Food Quality

The following table shows that the mean value of food quality of Bonchon fast-food restaurant in Yangon. There are six questions to be analyzed. The mean value and overall mean value of food quality is presented in Table (4.3).

Table (4.3) Food Quality

SN	Statements	Mean	Standard Deviation
1	Serving hot and fresh food	4.03	0.893
2	Offering a variety of menu choices compared with others (such as beer, soju, etc..).	4.24	0.692
3	Serving tasty and flavorful food	4.23	0.899
4	Offering new items usually	3.69	1.029
5	Being immediate cooked food	4.01	0.855
6	Serving in good portions	3.57	1.089
	Overall Mean	3.96	

Source: Survey Data (2023)

As shown in Table (4.3), most of the respondents agree with the six statements and the overall mean value is 3.96. The largest mean value indicates that Bonchon offers a variety of menu choices not only fried chicken but also beer and non-alcohol drinks. The second largest mean value is Bonchon's friend chicken is really tasty, crispy and flavorful among other fried chickens. The third largest mean value means that Bonchon always serve hot and fresh food to customers. The smallest mean value is Bonchon's food portions are pretty few when comparing price and portion. As overall mean value is 3.96, food quality is positively influence on customer satisfaction.

(c) Health Concern

Health concern in restaurant is a key to protecting restaurant employees and customers and upholding the reputation of business. Failure to follow health and safety regulations in a restaurant can result in injuries, financial loss, and legal action

and can even be potentially fatal. Five questions are used to examine. The mean value of each question and overall mean value are shown in Table (4.4).

Table (4.4) Health Concern

SN	Statements	Mean	Standard Deviation
1	Clean dinning accessories (dish, spoon, fork, etc.)	4.05	0.632
2	Clean, neat, and properly dressed staff	3.95	0.78
3	Clean eating areas, restrooms and hand-washing area	3.59	0.998
4	Using disposable gloves and head caps	4.03	0.628
5	Using ingredients that has good effect for health	3.76	0.917
	Overall Mean	3.88	

Source: Survey Data (2023)

According to Table (4.4), most of the respondents agree with five statements. The overall mean value is 3.88. The highest mean value is 4.05 and it means that dining accessories used in Bonchon (such as dish, spoon, fork, cup, etc.) are always clean. The second highest mean value is 4.03 and it indicates that all staffs in Bonchon always uses disposable gloves and head caps for servicing clean, healthy and safe food to customer. The lowest mean value is 3.59 and it means that Bonchon has weakness to be clean restrooms and hand-washing area every couple of hours.

(d) Price

This part is to analyze the perception of customer on price of Bonchon fast-food restaurant. The mean value of price is shown in Table (4.5).

Table (4.5) Price

SN	Statements	Mean	Standard Deviation
1	Offering the reasonable food price	3.23	1.006
2	Appropriate Cost for getting back	3.59	0.86
3	Providing superior pricing options compared with other competitors	3.13	1.021
4	Offering the best possible price that meet my needs and wants.	3.42	0.957
5	Maintaining affordable price for most products.	3.23	0.975
6	In the balance of price and value	3.53	0.972
	Overall Mean	3.36	

Source: Survey Data (2023)

As shown in Table (4.5), most of the respondents agree with the six questions and the overall mean value is more than 3. The largest mean value is 3.59 and it means that the costs in Bonchon seem appropriate for getting back. The second largest mean value is 3.42. It describes that the price offered by Bonchon meets customers' needs and wants and satisfy most of the customers' expectations. Most of the customers who have an average rate of income can afford the price of Bonchon.

(e) Ambience

People dine out at restaurants not to just indulge their taste buds but have a wholesome experience. Indeed, the ambience of a restaurant plays huge role in its success and how well it is perceived by diners. The right ambience can greatly enhance a diners' experience and enrich the quality of food served, whether it's a quick bite joint or fancy, upscale restaurant. By creating a soothing and ambivalent atmosphere, your restaurant can take great strides in retaining customers and fostering good brand value. The mean value of ambience is described in Table (4.6).

Table (4.6) Ambience

SN	Statements	Mean	Standard Deviation
1	Having convenient location	4.11	0.856
2	Having relaxed atmosphere and ambient place	4.24	0.692
3	Having comfortable seating and dining area which is easy to move around in	3.93	1.004
4	Visually fascinating design and decoration	4.35	0.778
5	Having good facilities (waiting area, queuing system)	3.78	1.192
6	Giving a pleasant feeling with music and sound	4.27	0.816
7	Having easy layout to find needs	4.28	0.743
	Overall Mean	4.14	

Source: Survey Data (2023)

According to Table (4.6), the mean value of ambience is ranged between 3.78 and 4.35 that is agreed level. The highest mean value indicates that respondents strongly agree Bonchon has visually fascinating design and decoration that can attract customers. The second highest mean value describes that Bonchon's layout is simple and easy for customers to find needs. Convenient location, relaxed atmosphere, and restaurant layout are really important to attract and maintain customers.

(f) Customer Satisfaction

Customer satisfaction is a measurement that determines how well a company's products or services meet customer expectations. The mean value of customer satisfaction is described in Table (4.7).

Table (4.7) Customer Satisfaction

SN	Statements	Mean	Standard Deviation
1	Providing better food & service than expected	3.84	0.875
2	Focusing on customer satisfaction	4.16	0.844
3	Being enjoyable feeling at Bonchon	3.91	0.819
4	Optimistic experiences with Bonchon	3.78	0.954
5	Satisfying with decision to choose Bonchon	4.00	0.811
6	Good decision for customers with Bonchon	3.93	0.812
7	Being pleased for visiting to Bonchon	3.91	0.830
8	Being a nice place to eat out	3.94	0.861
9	Meeting most of customers' expectations	3.90	0.865
10	Satisfying as a customer of Bonchon generally	4.11	0.787
	Overall Mean	3.95	

Source: Survey Data (2023)

As shown in Table (4.7), most of the respondents agree with ten questions and overall mean value of customer satisfaction is 3.95, more than agree level. The highest mean value is 4.16 and it can be said that Bonchon always emphasizes on customer satisfaction and always is trying to meet customers' needs and wants. The second highest mean value is 4.11 and it means that most of the customers feel enjoyable about Bonchon's food and service. The lowest mean value is 3.78 and it can be said that some customers have unsatisfied experiences with Bonchon and customers generally don't agree that Bonchon offers the best quality of food and service.

(g) Factors Influencing Customer Satisfaction of Bonchon Fast-Food Restaurant

This section analyzes the effects of factors influencing on customer satisfaction. In this study, multiple linear regression method is used for testing the relationship between independent variables- perceived value, food quality, health concern, price, and ambience and dependent variable- customer satisfaction. The survey result is described in Table (4.8).

Table (4.8) Factors Influencing Customer Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.179	0.307		0.584	0.560	
Perceived Value	0.097***	0.82	0.085	1.181	0.009	3.766
Food quality	0.380***	0.091	0.356	4.171	0.000	3.474
Health Concern	0.008**	0.097	0.007	1.085	0.012	5.147
Price	0.162***	0.057	0.190	2.826	0.005	5.536
Ambience	0.32***	0.079	0.292	4.032	0.000	2.789
R	0.760					
R Square	0.577					
Adjusted R Square	0.562					
F Value	39.260***					
Durbin-Watson	2.310					

Source: Survey Data (2023)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.8), the model can describe the correlation between the variance of customer satisfaction. Adjusted R square is 56.2% respectively variable (customer satisfaction) with independent variables (perceived value, food quality, health concern, price, and ambience). The overall significant of the models, the value of F test, find out highly significant at 1% level.

Survey results show that all influencing factors have positive effect on customer satisfaction. This means that customer satisfaction can be increased in every increasing unit of influencing factors such as perceived value, food quality, health concern, price, and ambience. Customer satisfaction is extremely important for restaurant especially in fast-food restaurant because customer can response quickly and can have impact on restaurant's success. The major factors of the study to determine the customer satisfaction are perceived value, food quality, health concern, price, and ambience actually influence on customer satisfaction. In the past, customers didn't have so many knowledges and only focused on food quality (taste, texture).

Nowadays, customers are very knowledgeable and not only buy food but also want service at the same time. Especially customers concern about health and safety of fast-food restaurants. Therefore, Bonchon always emphasizes on restaurant hygiene with daily, weekly, and monthly cleaning checklist. Bonchon also carefully choose restaurant location and prepare restaurant design, decoration and layout for customers feel relaxed. Therefore, survey results said that Bonchon carefully considers the influencing factors to increase the customer satisfaction.

4.3 Analysis on Effect of Customer Satisfaction on Customer Loyalty of Bonchon Fast-Food Restaurant

The second objective is to analyze the customer satisfaction on customer loyalty of Bonchon Fast-Food Restaurant in Yangon.

(a) Customer Loyalty

Customer loyalty is a measure of a customer's likeliness to do repeat business with a company or brand. It is the result of customer satisfaction, positive customer

experiences, and the overall value of the goods or services a customer receives from a business. The mean value of customer satisfaction is shown in Table (4.9).

Table (4.9) Customer Loyalty

SN	Statements	Mean	Standard Deviation
1	Encouraging other to buy from Bonchon	3.91	0.81
2	Choosing Bonchon continually even if another competitor's price is lower	3.85	0.857
3	Considering to be loyal to Bonchon	3.97	0.859
4	Choosing Bonchon continually for a long time	4.00	0.912
5	Recommending Bonchon to other people	3.99	0.700
6	Being the best fast-food brand in the market	3.94	0.869
7	Intending to say positive things about Bonchon	3.97	0.811
8	Being sense to choose Bonchon instead of another same fast-food restaurant	3.85	0.831
9	Considering Bonchon as the first choice to eat out	3.89	0.909
10	Being the first priority fast-food brand even if it is chosen again in Myanmar	4.12	0.905
	Overall Mean	3.94	

Source: Survey Data (2023)

According to the survey result of Table (4.9), the overall mean value of customer loyalty is 3.94 and it is at the strongly agree level on customer loyalty. The largest mean value is 4.12 and it can be said that Bonchon will be first priority among other competitors in Myanmar, if a customer had to choose the restaurant again. The second largest mean value is 4.00 and it can be concluded that customers will choose Bonchon's food and service for a long time.

(b) The Effect of Customer Satisfaction on Customer Loyalty of Bonchon Fast- Food Restaurant

This section analyzes the effect of customer satisfaction on customer loyalty. In this study, simple linear regression method is used to test the effect of customer satisfaction on customer loyalty. The results are shown in Table (4.10).

Table (4.10) The Effect of Customer Satisfaction on Customer Loyalty

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.141	0.107		1.319	0.189	
Customer Satisfaction	0.962***	0.027	0.947	36.048	0.000	1.000
R	0.947					
R Square	0.898					
Adjusted R Square	0.897					
F Value	48.350***					
Durbin-Watson	2.325					

Source: Survey Data (2023)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

As shown in Table (4.10), the model can explain 89.8% about the variance of independent variable (customer satisfaction) and dependent variable (customer loyalty) because adjusted R square is 0.898. The overall significant of the models, the value of F test, find out highly significant at 1% level. The increase of customer satisfaction has the positive effects on customer loyalty of Bonchon, and so, customer satisfaction is significant.

It is found that customer satisfaction has positively significant on customer loyalty. When customers satisfy the foods and services they received, they are willing to buy the food next time whatever the price is high or low. Customers prefer Bonchon where place to chat with friends and a good place to make appointments. Therefore, Bonchon become the first priority place when they consider to eat out according to the survey results. And then, satisfy customers recommend others and others people who have no experienced in Bonchon have potential to buy the food. Thus, customer satisfaction is vital for customer loyalty and maintaining customer intention to buy.

According to the survey findings, customer satisfaction has the positive effect on customer loyalty of Bonchon fast-food restaurant in Yangon. It means that the more customer satisfaction, the more customer loyalty of Bonchon. In conclusion, customers are loyal to food and service of Bonchon fast-food restaurant continually because customers have specific level of satisfaction with the perceived value, food quality, health concern, price and ambience of Bonchon.

CHAPTER 5

CONCLUSION

This chapter is conclusion of the study and consists of three main sections. The first section describes findings and discussions of the previous chapter. The second section is suggestions and recommendations and the final section is needs for further research. The main objective of this study is to examine the effects of factors on customer satisfaction and analyze the effect of customer satisfaction on customer loyalty of Bonchon Fast-Food Restaurant.

5.1 Findings and Discussions

This study is to examine the factors influencing on customer satisfaction and to analyze the effect of customer satisfaction on customer loyalty of Bonchon Fast-Food Restaurant. Factors influencing on customer satisfaction are perceived value, food quality, health concern, price and ambience. Both primary data and secondary data are used in this study. The sample of 150 respondents are used for this survey.

According to the research data, the gender are more female respondents than male because female customers are more interested in Korean culture and foods. Most of the respondents' age are between 26 and 40 years. Office employees and self-employed customers are included in this survey. Most of the respondents are Bachelor degree and undergraduate because Bonchon's customers are young and middle aged. Most of the Bonchon's customers earned between 600,000 and 799,000 mmk and so customers spend their income well on food.

The survey results found that food quality is the most significant factors on customer satisfaction because it provides tasty, favorable, crispy, appetizing, and legit delicious food. Bonchon's signature fried chicken taste is unique and different with other fried chicken because chefs in South Korea create recipes for sources and all of Korean comfort food to share the joy of Bonchon around the world.

In terms of health concern, Bonchon's customers are absolutely satisfied because Bonchon's always focuses on both employees' and customers' health and safety. Bonchon always carry out health check before work, and Bonchon's staffs

must adhere to the set grooming standards to prevent food poisoning and material contamination due to unsanitary uniforms and grooming. And Bonchon always encourage hand washing and regularly do external hygiene testing with third-party specialized organization. Bonchon also provide training to staffs for offering safe and secure products to customers. In terms of price, customers are pretty satisfied with Bonchon's price range due to offering extensive price lists and package price. In terms of ambience, customers are absolutely satisfied that all Bonchon branches are located in central locations such as Myanmar Plaza, Hledan, and Junction City. And Bonchon's interior design and decoration are very fascinating, and seatings, lighting and colors are really comfortable for customers.

According to the survey findings, most of the respondents are satisfied with their visits to Bonchon because of the product's unique taste, healthy and clean restaurant environment, appropriate cost, and convenient location and attractive decoration and layout. And customer satisfaction could significantly enhance customer loyalty of Bonchon. In summarizing, customer satisfaction and customer loyalty have a positive relationship. Most of the customers are willing to revisit to restaurant for a long time as a loyal customer.

5.2 Suggestions and Recommendations

According to the survey results, perceived value and food quality are major factors and have a positive and significant impact on customer satisfaction and customer loyalty of Bonchon Fast-Food Restaurant in Yangon. Perceived value includes the restaurant's reputation, easiness to buy food, reliable quality of food and service and feeling at restaurant. Food quality is a restaurant's selection most important factor. Food quality involves taste, freshness, nutrition, temperature, presentation and menu quality. Customers are satisfied with food quality of Bonchon and therefore, these are recommended to offer unique taste and special menu every time to maintain the customer's satisfaction level.

Health concern is a crucial factor in fast-food restaurant for success. According to the analysis, health concern is a highly influencing factor of customer satisfaction on customer loyalty. Therefore, this study strongly recommended that Bonchon should ensure that there are hygiene practices in place that can create a safe

restaurant environment and prevent the spread of illness, and the area where food is prepared should be hygienic enough to ensure maximum wellness.

Ambience is a key to get the customers to keep coming back as the customers dine out for the experience as well as for the quality of the food that is being served in restaurant. Ambience is considered as one of the essential elements in influencing on customer satisfaction and customer loyalty. Restaurant's ambience consists of convenient location, seating and dining area, design, decoration, facilities, layout, music and sound. Therefore, it is recommended that Bonchon's ambience should be as good as the served food to be comfortable and relaxed for customers. Bonchon also should provide fine food in the right atmosphere to feel enjoyable for customers.

Among the influencing factors of customer satisfaction, price is the least significant factors on customer satisfaction. According to the survey findings, price has positive and significant effect in improving customer satisfaction. This study recommends that Bonchon should set price to be affordable and to meet with customer expectations for raising customer satisfaction. Bonchon should match the quality of the served food that are considered worth to be purchased by customers for ultimately increasing customer satisfaction and customer loyalty.

5.3 Needs for Further Research

This study focuses only on defining the factors influencing on customer satisfaction and the effects of customer satisfaction on customer loyalty Bonchon Fast-Food Restaurant in Yangon. There are some limitations during the research study. Moreover, the difficulties in this research are the small sample size which survey questionnaires were collected only 150 respondents, and time and resource limitations. Moreover, it is only limited to one fast-food restaurant, Bonchon in this study. Thus, future researcher should analyze other fast-food restaurants and make comparison between other restaurants, such as KFC, Lotteria, Marrybrown. Other studies should observe not only on perceived value, food quality, health concern, price and ambience but also promotion, brand image, service quality and financial benefit and investigate the significance of their effects on customer satisfaction and customer loyalty. And Further studies should also conduct more detail on examining the effect

of influencing factors on customer satisfaction and customer loyalty to be able to better understanding of the customer's desire and satisfaction.

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APPENDICES

Appendix A: Survey Questionnaire from 2023 for Customer Satisfaction and Customer Loyalty of Bonchon Fast-Food Restaurant in Yangon

Dear Respondents,

I am a student of MBA Programme from Yangon University of Economics. To accomplish the academic requirements of MBA, I am carrying out a thesis on “Customer Satisfaction and Customer Loyalty of Bonchon Fast-Food Restaurant in Yangon”. I would like to request to read each question carefully and kindly respond as indicated in following. I would like to appreciate your contribution in advance for my thesis. Your answers would be surely confidential.

Thank you for your time and commitment.

Demographics Factors

Please tick your response for each question.

1. What is your gender?

Male	
Female	

2. What is your age?

Less than 18 years	
18 – 25 years	
26 – 45 years	
More than 45 years	

3. What is your current occupation?

Student	
Office Employee	
Self-Employed	
Other	

4. What is your level of education?

Undergraduate	
Graduate	
Post Graduate	

5. How much is your monthly income?

Under 200,000 MMK	
200,000 – 399,999 MMK	
400,000 – 599,999 MMK	
600,000 – 799,999 MMK	
800,000 – 999,9999 MMK	
1,000,000 MMK and above	

6. How many times have you visited Bonchon Fast-Food Restaurant?

First time	
Below 5 times	
6-10 times	
11-15 times	
16 times and above	

Part A: Perceived Value

Select the number on the scale with **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree**; to represent your level of agreement with each of the statements below.

No	Statement	1	2	3	4	5
1	The quality of food and service is reliable in Bonchon.					
2	Experiences with Bonchon give me a sense of joy.					
3	Offerings from Bonchon are worth the money.					
4	Bonchon has a good reputation.					
5	Bonchon is easy to buy.					
6	Bonchon appears to be a good bargain.					
7	Bonchon makes me feel delighted.					

Part B: Food Quality

Select the number on the scale with **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree**; to represent your level of agreement with each of the statements below.

No	Statement	1	2	3	4	5
1	The food is always served hot and fresh in Bonchon.					
2	Bonchon offers a variety of menu choices compared with others (beer, soju, etc..).					
3	The food is tasty and flavorful in Bonchon.					
4	Bonchon usually offers new items.					
5	The food is immediate cooked in Bonchon.					
6	Food is served in good portions.					

Part C: Health Concern

Select the number on the scale with **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree**; to represent your level of agreement with each of the statements below.

No	Statement	1	2	3	4	5
1	Dining accessories in Bonchon are always clean (dish, spoon, fork, etc).					
2	Bonchon has clean, neat, and properly dressed staff.					
3	Bonchon has clean eating areas, restrooms and hand-washing area.					
4	All staffs use disposable gloves and head caps.					
5	Bonchon always uses ingredients that has good effect for health.					

Part D: Price

Select the number on the scale with **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree**; to represent your level of agreement with each of the statements below.

No	Statement	1	2	3	4	5
1	Bonchon offers the reasonable food price.					
2	The costs in Bonchon seem appropriate for what I get.					
3	Bonchon provides superior pricing options compared with other competitors.					
4	Bonchon offers the best possible price that meet my needs and wants.					
5	Bonchon maintains affordable price for most products.					
6	Bonchon's price is in accordance with the value I get.					

Part E: Ambience

Select the number on the scale with **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree**; to represent your level of agreement with each of the statements below.

No	Statement	1	2	3	4	5
1	Bonchon is in convenient location.					
2	Bonchon has relaxed atmosphere and ambient place.					
3	Bonchon has comfortable seating and dining area which is easy to move around in.					
4	The design and decoration of Bonchon are visually fascinating.					
5	Bonchon has good facilities (waiting area, queuing system).					
6	Music and sound give me a pleasant feeling.					
7	Bonchon layout makes it easy for me to find what I need.					

Part F: Customer Satisfaction

Select the number on the scale with **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree**; to represent your level of agreement with each of the statements below.

No	Statement	1	2	3	4	5
1	Bonchon's food & service are better than expected.					
2	Bonchon focuses on customer satisfaction.					
3	I really enjoyed myself at Bonchon.					
4	All my experiences with Bonchon are optimistic.					
5	I am satisfied with my decision to choose this restaurant.					
6	Choosing Bonchon has been a good decision for me.					
7	I am pleased that I have visited Bonchon.					
8	Bonchon is a nice place for me to eat out.					
9	Bonchon meets most of my expectations.					
10	Overall, I am satisfied as a customer of Bonchon.					

Part G: Customer Loyalty

Select the number on the scale with **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree**; to represent your level of agreement with each of the statements below.

No	Statement	1	2	3	4	5
1	I intend to encourage other to buy from Bonchon.					
2	Even if another competitor's price is lower, I will continually choose Bonchon.					
3	I consider myself to be loyal to Bonchon.					
4	I shall continue with Bonchon Fast-Food Restaurant for a long time.					
5	I would recommend this Bonchon if somebody asked my advice.					
6	Bonchon is clearly the best brand in the market.					
7	I intend to say positive things about Bonchon to other people.					
8	It makes sense to choose Bonchon instead of any other restaurant, even if they are same.					
9	I consider Bonchon as the first choice to eat out.					
10	If I had to choose the service again, Bonchon is my first priority among another competitor in Myanmar.					

Thanks for your participation!

Appendix B

Regression Analysis Results for the Effect of Influencing Factors on Customer Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.760 ^a	0.577	0.562	0.4911	0.577	39.260	5	145	0	2.310

a. Predictors: (Constant), A, HC, P, PV, FQ

b. Dependent Variable: CS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.344	5	9.469	39.260	.000 ^b
	Residual	34.73	145	0.241		
	Total	82.074	150			

a. Dependent Variable: CS

b. Predictors: (Constant), A, HC, P, PV, FQ

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.179	0.307		0.584	0.560		
	PV	0.097	0.082	0.085	1.181	0.009	0.566	3.766
	FQ	0.38	0.091	0.356	4.171	0.000	0.404	3.474
	HC	0.008	0.097	0.007	1.085	0.012	0.466	5.147
	P	0.162	0.057	0.190	2.826	0.005	0.651	5.536
	A	0.32	0.079	0.292	4.032	0.000	0.559	2.789

a. Dependent Variable: CS

Regression Analysis Results for the Effect of Customer Satisfaction on Customer Loyalty

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.947 ^a	0.898	0.897	0.24172	0.898	48.350	2	148	0	2.325

a. Predictors: (Constant), CS

b. Dependent Variable: CL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.926	2	75.926	48.350	.000 ^b
	Residual	8.647	148	0.058		
	Total	84.573	150			

a. Dependent Variable: CL

b. Predictors: (Constant), CS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.141	0.107		1.319	0.000		
	CS	0.962	0.027	0.947	36.048	0.000	1.000	1.000

a. Dependent Variable: CL