The Influence of Food Values on Customer Loyalty within Chinese Brand Chain Restaurants: The Mediating Role of Customer Satisfaction

Review of Integrative Business & Economics Research

Yuqin Yang
KMITL Business School, King Mongkut's Institute of Technology Ladkrabang

Nuttawut Rojniruttikul*
KMITL Business School, King Mongkut's Institute of Technology Ladkrabang

ABSTRACT

This study examines the influence of differential added food values and basic food values on customer satisfaction and subsequent loyalty within Chinese Brand Chain Restaurants. Drawing on a convenience sampling approach, data were collected from 385 customers who recently patronized Chinese Brand Chain Restaurants. The research instrument, a structured questionnaire, captured perceptions related to food values, customer satisfaction, and loyalty, alongside demographic profiles. Descriptive and inferential statistical analyses were conducted to explore relationships between variables and test hypotheses. Results indicate that occupation, differential added food values, basic food values and the interaction between differential added food values and basic food values significantly impact customer satisfaction. Furthermore, customer satisfaction positively predicts food loyalty and restaurant loyalty. Mediation analysis suggests that customer satisfaction mediates the effects of food values on loyalty. The findings underscore the importance of offering diverse and high-quality food options to meet customer preferences and enhance satisfaction, ultimately fostering loyalty. Recommendations for Chinese Brand Chain Restaurants include prioritizing food quality, implementing loyalty programs, and embracing sustainability and digitalization initiatives to remain competitive in the evolving restaurant landscape.

Keywords: Food values, Customer satisfaction, Loyalty, Brand chain restaurants.

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1. INTRODUCTION

In recent years, the food service industry in China has witnessed remarkable growth and transformation, with Chinese brand chain restaurants emerging as prominent players in the market (Alt, 2021). This evolution reflects shifting consumer preferences and behaviors, influenced by factors such as urbanization, globalization, and changing lifestyles (Ha & Jang, 2013). As these restaurants strive to maintain and expand their market share, understanding the drivers of customer loyalty becomes imperative not only within the Chinese market but also in broader global contexts where similar market dynamics are at play.

The concept of food values, which includes dimensions such as taste, quality, healthiness, authenticity, and cultural significance (Izquierdo-Yusta et al., 2019), is central to the dynamics of customer loyalty within Chinese brand chain restaurants. These values significantly shape customers' dining experiences and influence their decision-making processes and loyalty behaviors. While the focus of this study is on the Chinese market, the

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findings may have broader implications for other nations and industries where food values play a critical role in consumer satisfaction and loyalty. For instance, markets with strong cultural ties to food, such as Italy or Japan, or industries where product quality and authenticity are paramount, could find these insights particularly relevant.

Moreover, customer satisfaction serves as a crucial mediating factor in the relationship between food values and loyalty (Zhong & Moon, 2020). It acts as a bridge, translating customers' evaluations of food-related attributes into favorable attitudes and repeat patronage. Although this study is grounded in the context of Chinese brand chain restaurants, the mediating role of customer satisfaction is a universal concept that can be applied across various industries and markets. In sectors like hospitality, retail, and even technology, where customer satisfaction is closely tied to product or service attributes, understanding its mediating role can provide valuable insights for enhancing customer loyalty.

Despite the growing body of research on customer loyalty and satisfaction in the food service industry, there remains a research gap in understanding the specific mechanisms through which food values influence customer loyalty within Chinese brand chain restaurants. This study aims to address this gap by examining the influence of food values on customer loyalty, with a focus on the mediating role of customer satisfaction. While the primary context is the Chinese food service industry, the study's findings could be generalized to other nations, industries, and markets where similar consumer behaviors and loyalty dynamics are observed.

Building on prior research in related fields such as consumer behavior, marketing, and hospitality management (Beristain & Zorrilla, 2011), this study seeks to contribute to a deeper understanding of consumer behavior in the context of Chinese brand chain restaurants. Additionally, it aims to provide actionable insights for restaurant operators and marketers that could be adapted for use in other cultural and industry settings, thereby offering a broader perspective on the factors that drive customer loyalty across different contexts.

2. LITERATURE REVIEW

Customer Loyalty

Customer loyalty is a multifaceted concept crucial for business success, representing the degree of attachment or commitment customers exhibit towards a brand, product, or service. It encompasses various dimensions, including behavioral loyalty (repeat purchase or patronage), attitudinal loyalty (positive predisposition towards the brand), and cognitive loyalty (strong brand recognition and preference). Essentially, customer loyalty entails a willingness to repurchase and recommend products or services to others (Amelia, 2024). Several theories and concepts underpin the understanding of customer loyalty:

Expectation-Confirmation Theory: This theory posits that satisfaction is determined by the extent to which product or service performance meets or exceeds customers' prior expectations (Oliver, 1980). If expectations are surpassed, customers experience positive confirmation and are more likely to exhibit loyalty.

Satisfaction-Loyalty Link: Rooted in the expectancy-disconfirmation paradigm, this link suggests that customer satisfaction is a key driver of loyalty (Oliver, 1999). Satisfied customers are more inclined to exhibit repeat patronage, positive word-of-mouth, and resistance to competitive offerings.

Service Quality Models: Models like SERVQUAL (Parasuraman, Zeithaml, & Berry, 1988) emphasize the role of perceived service quality in shaping customer loyalty. Service quality

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dimensions such as reliability, responsiveness, assurance, empathy, and tangibles influence customer perceptions and subsequent loyalty behaviors.

Relationship Marketing: This approach emphasizes building long-term, mutually beneficial relationships with customers through personalized interactions, trust-building, and customer engagement strategies (Berry, 1995). Strong relationships foster customer loyalty and advocacy.

Cognitive Dissonance Theory: This theory suggests that customers strive to maintain consistency between their attitudes and behaviors. Loyalty may arise from efforts to reduce cognitive dissonance by reaffirming positive attitudes towards a chosen brand or product (Festinger, 1957).

Emotional and Experiential Loyalty: Loyalty can also be driven by emotional connections and memorable experiences associated with a brand or service (Pine & Gilmore, 1998). Positive emotions and memorable experiences contribute to deepening customer loyalty and engagement.

Understanding these theories and concepts provides insights into the factors influencing customer loyalty and aids businesses in developing effective strategies to cultivate and maintain loyal customer relationships. In this research, the concept of customer loyalty is dissected into two distinct dimensions: food loyalty and restaurant loyalty, both critical in understanding consumer behavior within the context of Chinese Brand Chain Restaurants (CBCRs). Food loyalty refers to the degree of customer attachment and preference for the specific food offerings of a restaurant or food establishment (Han, Lee, & Lee, 2018). It encompasses aspects such as taste, quality, variety, uniqueness, and consistency of the cuisine provided. Customers who exhibit food loyalty are more likely to patronize a restaurant repeatedly due to their satisfaction with the food offerings, regardless of other factors such as location or price. Restaurant loyalty, on the other hand, pertains to customers' recurring preference for a particular restaurant based on various factors beyond just the food, including the overall dining experience, service quality, ambiance, cleanliness, and perceived value for money (Lee, Lee, & Kim, 2017). Customers who demonstrate restaurant loyalty consistently choose a specific restaurant over others and are more inclined to revisit or recommend it to others due to their positive perceptions of the overall dining experience.

Customer Satisfaction

Customer satisfaction is a fundamental concept in marketing and business management, reflecting customers' overall evaluation of a product, service, or experience in relation to their expectations. It is influenced by various factors and is crucial for building long-term relationships and fostering loyalty. Satisfaction is delineated as the fulfillment of desires, expectations, or needs, and the resultant joy (Asinas, 2024). Several theories and concepts underpin the understanding of customer satisfaction:

Expectancy-Disconfirmation Theory: According to this theory, customer satisfaction results from the comparison between customers' expectations prior to purchase and their perceived performance or outcomes post-purchase (Oliver, 1980). When perceived performance meets or exceeds expectations, customers experience satisfaction.

Kano Model: This model categorizes product attributes into three categories: basic, performance, and delight. Basic attributes are essential and expected by customers, while performance attributes increase satisfaction linearly with their presence. Delight attributes,

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on the other hand, provide disproportionate satisfaction when present but do not necessarily cause dissatisfaction when absent (Kano et al., 1984).

Disconfirmation Paradigm: This paradigm suggests that satisfaction is influenced by the degree of disconfirmation between expected and perceived product or service performance (Churchill & Surprenant, 1982). Positive disconfirmation occurs when perceived performance exceeds expectations, leading to satisfaction.

Gap Theory of Service Quality: Proposed by Parasuraman, Zeithaml, and Berry (1985), this theory identifies five gaps that contribute to customer dissatisfaction. These gaps include the gap between customer expectations and management perceptions, between management perceptions and service quality specifications, between service quality specifications and service delivery, between service delivery and external communications, and between perceived service and expected service.

Disconfirmation Theory of Satisfaction: This theory posits that satisfaction is influenced by the discrepancy between customers' pre-purchase expectations and their post-purchase perceptions (Oliver, 1980). When perceived performance exceeds expectations, customers experience positive disconfirmation and are satisfied.

Understanding these theories and concepts is essential for businesses to effectively measure and manage customer satisfaction, identify areas for improvement, and enhance overall customer experiences.

Food Value

The concept and theories of food values are integral to understanding consumers' perceptions and behaviors related to food consumption. Food values refer to the subjective worth or importance that individuals attribute to food products or dining experiences based on various factors. Several theories and concepts contribute to our understanding of food values:

Functional Theory: This theory suggests that consumers evaluate food based on its functional benefits, such as nutrition, convenience, and price (Grunert, 2005). Functional attributes play a significant role in shaping consumers' perceptions of food values, especially in terms of meeting basic needs and providing sustenance.

Hedonic Theory: Hedonic value pertains to the sensory pleasure and enjoyment derived from consuming food (Cardello, 1994). According to this theory, consumers assess food based on its taste, aroma, texture, and visual appeal, which contribute to their overall hedonic experience.

Emotional Value: Food often carries emotional significance, evoking feelings of comfort, nostalgia, or happiness (Desmet & Schifferstein, 2008). Emotional value encompasses the psychological associations and memories linked to specific foods or dining experiences, influencing consumers' preferences and choices.

Social Value: Food consumption is inherently social, often serving as a means of bonding, celebration, or cultural expression (De Boer et al., 2013). Social value refers to the role of food in facilitating social interactions, fostering relationships, and reinforcing cultural identities.

Symbolic Value: Food can symbolize status, identity, and personal beliefs, reflecting broader

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cultural norms and values (Niva, 2007). Symbolic value encompasses the meanings and symbolism attached to certain foods or dietary practices, which can vary across individuals and societies.

Understanding these theories and concepts helps marketers and food service providers tailor their offerings to meet consumers' diverse needs and preferences, thereby enhancing satisfaction and loyalty. In this research, the concept of food values is delineated into two primary dimensions: differential added food values and basic food values. Differential added food values refer to the unique and distinctive features, additional elements, specialized or customized options, innovative presentations, and exclusive or premium offerings provided by a restaurant beyond customers' basic expectations (Han, Lee, & Lee, 2018; Shin & Kim, 2013). It encompasses factors that differentiate the food offerings of a restaurant from those of competitors and contribute to customers' perceived value and satisfaction. On the other hand, basic food values encompass the fundamental aspects of taste, quality, simplicity, straightforwardness, and fulfillment of basic dietary requirements in the food served at a restaurant (Lee et al., 2017; Oliver & Swan, 1989). It represents customers' minimum expectations regarding the taste, quality, and functionality of the food options available, without considering additional features or premium offerings. By examining these two dimensions of food values, this research aims to understand how differential added food values and basic food values influence customer satisfaction and, subsequently, restaurant loyalty and food loyalty within Chinese Brand Chain Restaurants.

Based on the literature review, a conceptual framework has been developed as shown in Figure 1. In conclusion, four hypotheses have been proposed as follows:

H1: Differential added food values increase customer satisfaction within Chinese Brand Chain Restaurants.

H2: Basic food values increase customer satisfaction within Chinese Brand Chain Restaurants.

H3: Customer satisfaction increases food loyalty within Chinese Brand Chain Restaurants.

H4: Customer satisfaction increases restaurant loyalty within Chinese Brand Chain Restaurants.

3. METHODOLOGY

Population and Sample

The population for this research comprises customers within Chinese Brand Chain Restaurants, specifically, individuals who have experienced services offered by various Chinese Brand Chain Restaurants in different regions of China. The target sample for this research encompasses 385 individuals, representing an unknown population size. In determining the sample size, Cochran’s 1977 Sample Size Formula is employed by substituting the specified values into the formula. A z-value of 1.96 is employed to align with the z-score for a 95% confidence level, resulting in a calculated sample size of 385 individuals. This indicates the number of participants required for the study. The research sample, comprising 385 participants, will be drawn from individuals who have recently visited Chinese Brand Chain Restaurants, utilizing a convenience sampling approach. This method facilitates accessibility to participants based on their availability and willingness to

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engage in the study.

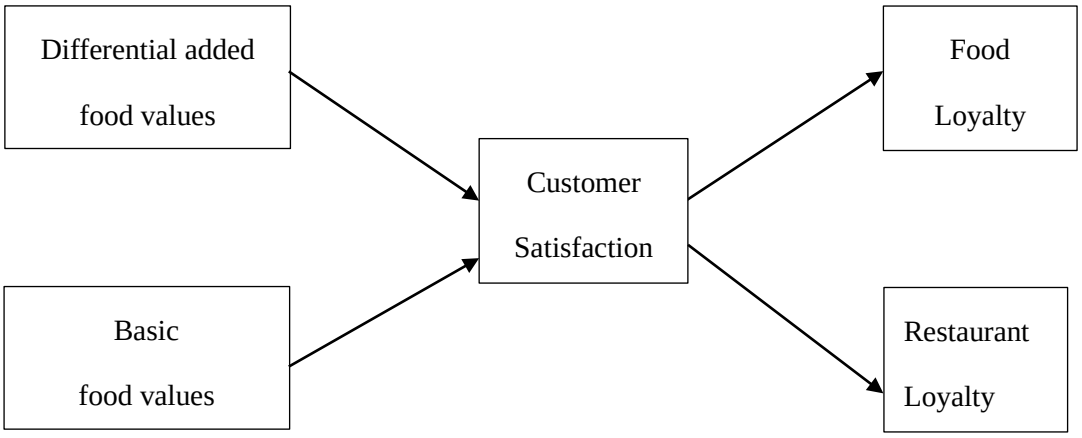

Figure 1: Conceptual Framework

Variables

1. Independent Variables (IV):
a. Differential added food values: This variable represents the perceived uniqueness, quality, and value of additional food offerings within Chinese Brand Chain Restaurants, as perceived by the customers.
b. Basic food values: This variable refers to the perceived quality, taste, and value of fundamental food items served in Chinese Brand Chain Restaurants, as perceived by the customers.
2. Mediating Variable (MV): Customer satisfaction: This variable reflects the overall satisfaction experienced by customers during their dining experience at Chinese Brand Chain Restaurants, encompassing factors such as food quality, service, ambiance, and value for money.
3. Dependent Variables (DV):
a. Food loyalty: This variable measures the likelihood and intention of customers to revisit Chinese Brand Chain Restaurants based on their satisfaction with the food offerings and dining experience.
b. Restaurant loyalty: This variable gauges the propensity of customers to remain loyal to Chinese Brand Chain Restaurants over time, considering factors such as repeat visits, recommendations to others, and positive word-of-mouth, influenced by overall satisfaction with the restaurant experience.

Research Instrument

The research instrument utilized in this study is a structured questionnaire designed to collect data from customers who have recently patronized Chinese Brand Chain Restaurants. The questionnaire comprises several sections aimed at capturing perceptions related to differential added food values, basic food values, customer satisfaction, food loyalty, and restaurant loyalty, as well as the demographic profiles of the customers. The validity and reliability of the measurement instruments were assessed using established methods such as

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Cronbach's alpha for internal consistency reliability and Item Objective Congruence (IOC) for content validity.

Data Collection

Data for this study were collected through a convenience sampling approach, targeting customers who have recently patronized Chinese Brand Chain Restaurants. Convenience sampling was chosen due to its practicality and accessibility in capturing a diverse range of respondents within a limited timeframe. Potential participants were selected based on their availability and willingness to participate in the study. Recruitment efforts included distributing paper-based questionnaires directly to customers or inviting them to participate in an online survey through QR codes or website links. For in-person data collection, paper-based questionnaires were distributed to customers at selected Chinese Brand Chain Restaurants. For online data collection, participants were directed to a secure online survey platform where they could complete the questionnaire at their convenience.

Data Analysis

Data collected from the structured questionnaires were analyzed using both descriptive and inferential statistical techniques by using statistical software to examine the relationships between the variables of interest and test the hypotheses.

Descriptive Analysis: Descriptive statistics, including means, standard deviations, frequencies, and percentages, are computed to summarize the demographic characteristics of the sample and key variables, including differential added food values, basic food values, customer satisfaction, food loyalty, and restaurant loyalty.

Inferential Analysis: Regression analysis was employed to assess the predictive relationships between the independent variables (differential added food values, basic food values) and the dependent variables (food loyalty, restaurant loyalty), while controlling for potential confounding variables such as demographics. Mediation analysis was performed to examine whether customer satisfaction mediates the effects of differential added food values and basic food values on food loyalty and restaurant loyalty.

4. RESULTS

Table 1: Demographic Information (n = 385)

Variable	Items	Frequency	Percent
Gender	Male	185	48.1
	Female	200	51.9
Age	20-30 years old	185	48.0
	31-40 years old	113	29.4
	41-50 years old	55	14.3
	50-60 years old	19	4.9
	＞60 years old	13	3.4
Education	Below Bachelor’s degree	139	36.1
	Bachelor’s degree	202	52.5
	Master’s Degree	36	9.4
	Doctoral Degree	8	2.1

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Monthly Income (RMB)	2,000 or lower	28	7.3
	2,001-4,000	119	30.9
	4,001-6,000	140	36.4
	6,001-8,000	38	9.9
	Over 8,000	60	15.6
Marital Status	Single	135	35.1
	Married	201	52.2
	Others	49	12.7
Occupation	Student	77	20.0
	Employed full time	127	33.0
	Employed part time	95	24.7
	Self-employed	86	22.3

The results from Table 1 demonstrate a diverse demographic profile among respondents who recently patronized Chinese Brand Chain Restaurants. Gender distribution shows a near-even split, with 48.1% male and 51.9% female respondents. The majority of respondents fall within the 20-30 age group (48.0%), while smaller proportions are observed in older age categories. Education levels vary, with 52.5% holding a Bachelor's degree, 36.1% reporting education below a Bachelor's degree, and smaller percentages having obtained higher degrees. Monthly income distribution reveals a significant portion earning between 4,001-6,000 RMB (36.4%), followed by 2,001-4,000 RMB (30.9%) and over 8,000 RMB (15.6%). Marital status shows 52.2% married, 35.1% single, and 12.7% categorized as others. Regarding occupation, the most common is full-time employment (33.0%), followed by self-employment (22.3%) and part-time employment (24.7%), with 20.0% identifying as students. These findings provide insights into the diverse customer base of Chinese Brand Chain Restaurants across various demographic dimensions.

Table 2: Mean and Standard Deviation for Each Variable

Variable	Mean	S.D.
Differential added food values	3.756	1.086
Basic food values	3.749	1.081
Customer Satisfaction	3.775	1.112
Food loyalty	3.779	1.065
Restaurant loyalty	3.757	1.071

Table 2 presents the mean and standard deviation for each variable investigated in the study. Differential added food values and basic food values exhibit mean scores of 3.756 and 3.749, respectively, with standard deviations of 1.086 and 1.081, indicating moderate levels of these two types of food values offerings at Chinese Brand Chain Restaurants. Customer satisfaction has a mean score of 3.775 with a standard deviation of 1.112, suggesting a moderate overall satisfaction level with the dining experience. Similarly, food loyalty and restaurant loyalty both display mean scores of 3.779 and 3.757, respectively, along with standard deviations of 1.065 and 1.071, implying moderate levels of loyalty towards food items and the restaurant itself among respondents. These findings collectively suggest a generally positive perception of food quality and dining experience, as well as moderate levels of loyalty among customers of Chinese Brand Chain Restaurants.

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Table 3: Linear Regression Results

Variable	B	SE	Beta	t	p-value	R-squared
Constant	1.180	.244		4.836	.000**	.908
Gender	-.011	.035	-.005	-.324	.746	
Age	.000	.018	.000	.022	.982	
Monthly Income	.026	.016	.031	1.658	.098	
Marital Status	.041	.033	.024	1.232	.219	
Education	.026	.021	.020	1.269	.205	
Occupation	.062	.024	.058	2.610	.009**	
Differential added food values	.538	.050	.365	7.467	.000**	
Basic food values	.452	.051	.266	5.325	.000**	
Differential added food values x Basic food values	-.177	.032	-.272	-5.589	.000**	
Dependent variable: Customer Satisfaction						
Constant	.435	.073		5.938	.000**	.856
Customer Satisfaction	.886	.019	.925	47.623	.000**	
Dependent variable: Food loyalty						
Constant	.399	.074		5.376	.000**	.853
Customer Satisfaction	.890	.019	.924	47.214	.000**	
Dependent variable: Restaurant loyalty						

** p<0.01

Table 3 presents the results of regression analyses for three dependent variables: Customer Satisfaction, Food Loyalty, and Restaurant Loyalty, with independent variables including Differential added food values and Basic food values. For the regression analysis with Customer Satisfaction as the dependent variable, the regression analysis shows that customer satisfaction is significantly influenced by occupation, differential added food values, basic food values, and the interaction between differential added food values and basic food values, with these variables having p-values less than 0.01. Occupation positively impacts satisfaction, while the interaction between food values negatively affects it. Other factors such as gender, age, monthly income, marital status, and education do not significantly predict customer satisfaction, as indicated by their higher p-values. The model explains 90.8% of the variance in customer satisfaction, indicating a strong fit. Similarly, in the regression analysis with Food Loyalty and Restaurant Loyalty as the dependent variables, Customer Satisfaction significantly predicts both Food Loyalty and Restaurant Loyalty ($p < 0.01$). The Beta coefficients for Customer Satisfaction are very similar for both models (Food Loyalty: Beta = 0.924; Restaurant Loyalty: Beta = 0.925), indicating a strong positive relationship. The models account for approximately 85.3% of the variance in both Food Loyalty and Restaurant Loyalty. In overall, the results suggest that both Differential added food values and Basic food values positively influence Customer Satisfaction, and Customer Satisfaction significantly predicts both Food Loyalty and Restaurant Loyalty. These findings highlight the importance of food values in enhancing customer satisfaction and subsequently driving loyalty towards both the food and the restaurant itself.

5. CONCLUSION

This research investigated the factors influencing customer satisfaction and loyalty within

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Chinese Brand Chain Restaurants, revealing several key insights that may have broader implications beyond the immediate context. The regression analysis highlights that customer satisfaction is strongly influenced by occupation, the values associated with both differential added food and basic food, and the interaction between these two factors. The prominence of these variables suggests their critical role in shaping customer satisfaction, while other demographic factors such as gender, age, income, marital status, and education were found to have minimal impact. With a high explanatory power indicated by an R-square of 90.8%, these findings underscore the robustness of the model and emphasize the importance of focusing on the identified key factors to enhance customer satisfaction.

While the study's context is specific to Chinese Brand Chain Restaurants, the implications may extend to other nations, industries, and markets with similar consumer dynamics. For instance, in markets where dining experiences are highly valued, such as the hospitality or luxury retail sectors, the emphasis on unique offerings and the role of occupation could be similarly significant. However, cultural differences, economic conditions, and varying consumer expectations may influence the extent to which these findings can be generalized. In nations or industries where customer priorities differ, the relative importance of food values and occupation may vary, necessitating localized research to tailor strategies effectively.

Moreover, customer satisfaction was identified as a significant predictor of both food loyalty and restaurant loyalty, highlighting its essential role in fostering continued patronage and positive word-of-mouth recommendations. This finding is likely applicable across diverse markets where brand loyalty is key to long-term success. However, the specific drivers of satisfaction and loyalty may differ depending on the competitive landscape and consumer behavior in different regions.

These findings underscore the interconnectedness between food values, customer satisfaction, and loyalty, suggesting that businesses in various sectors should prioritize quality and customer experience to cultivate enduring relationships with their clientele. Moving forward, strategies aimed at continuously improving offerings and enhancing customer satisfaction are essential not only for sustaining competitiveness in the restaurant industry but also for achieving long-term success in other dynamic industries and markets globally.

6. DISCUSSION

The findings of this study shed light on the intricate relationships between food values, customer satisfaction, and loyalty within Chinese Brand Chain Restaurants. Notably, the results underscore the significance of food quality and customer satisfaction in shaping consumer perceptions and driving loyalty in the highly competitive restaurant industry (Oliver, 1980; Ryu et al., 2012).

The observed impact of differential added food values, basic food values, and occupation on customer satisfaction underscores the importance of not only offering diverse and high-quality food options but also considering the role of occupation in shaping customer preferences (Cardello, 1994; Izquierdo-Yusta et al., 2019). The significant effect of occupation suggests that different professional groups may have distinct expectations and needs when it comes to dining experiences, which can influence their satisfaction levels. Additionally, while both types of food values contribute significantly to satisfaction, the slightly stronger effect of differential added food values indicates that customers value unique and innovative menu offerings that set a restaurant apart from its competitors (Ha & Jang, 2013). However, the negative interaction effect between differential added food values and basic food values reveals a complexity in customer preferences, where an overemphasis

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on innovative offerings may diminish the perceived value of basic food options. This finding aligns with previous research emphasizing the importance of product differentiation, innovation, and a balanced approach to menu offerings in enhancing customer satisfaction and loyalty (Barney, 1991).

Moreover, the strong predictive relationship between customer satisfaction and both food loyalty and restaurant loyalty reaffirms the pivotal role of customer experiences in driving repeat patronage and positive word-of-mouth recommendations (Oliver & Swan, 1989; Mohammed, 2019). This underscores the importance for Chinese Brand Chain Restaurants to prioritize initiatives aimed at enhancing customer satisfaction, such as improving service quality, maintaining cleanliness, and fostering a welcoming ambiance (Lee et al., 2017).

The findings also highlight the potential benefits of implementing loyalty programs to incentivize repeat visits and foster deeper connections with customers (Dick & Basu, 1994). By offering rewards and incentives to loyal patrons, restaurants can cultivate a sense of belonging and appreciation among customers, thereby increasing their likelihood of returning and recommending the restaurant to others (Espinosa et al., 2018).

Additionally, the study emphasizes the importance of sustainable practices and digitalization in the modern restaurant industry (Pine & Gilmore, 1998; Alt, 2021). As consumers become increasingly environmentally conscious and technology-savvy, Chinese Brand Chain Restaurants can gain a competitive edge by prioritizing sustainability initiatives, such as sourcing local ingredients and reducing food waste, and leveraging digital technologies to enhance convenience and accessibility for customers (Severt et al., 2020).

In overall, this study contributes to a deeper understanding of the factors influencing customer satisfaction and loyalty within Chinese Brand Chain Restaurants. By aligning with customer preferences, prioritizing food quality and innovation, and investing in initiatives aimed at enhancing the overall dining experience, restaurants can strengthen their competitive position and foster long-term relationships with customers in an increasingly dynamic and competitive market landscape.

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