

## THE EFFECT OF BRAND EQUITY FROM CUSTOMER'S PERSPECTIVE AND INDUSTRY VALUE ADDED OF ONLINE FOOD DELIVERY IN THAILAND

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### Abstract

This is a research article that studies brand equity from customer's perspective factors that affect the value-added industry in the online food ordering and delivery industry in Thailand. There are number of sample groups of 400 users of the online food ordering to delivery industry in Thailand, data were collected from simple random sampling and the results were analyzed by using the multiple regression analysis method to test the hypotheses.

The results of the hypotheses test founded that marketing mix factors affect value added in the online food ordering to delivery industry in Thailand with statistical significance at the 0.05 level. When considering the results of the multiple regression equation analysis, it was found that the coefficient of the multiple correlation (R) value is equal to 61.1 percent and the adjusted R square value is equal to 37.3 percent and the significance value is equal to 0.00 and the factors organizational transparency has an influence on value added in the online food ordering and delivery industry in Thailand with statistical significance at the 0.05 level. When considering the results of the stepwise multiple regression analysis, it was found that the multiple correlation coefficient (R) had a value equal to 62.7 percent and an adjusted R square value equal to 61.9 percent and a significance value equal to 0.00.

**Keywords:** Brand Equity from Customer's Perspective, Industry Value Added, Online Food Ordering to Delivery

## Introduction

The spread of Covid-19, measures to restrict services provided by restaurants, work from home policy, consumer behavior in using food delivery services via online applications, and 50:50 government co-payment scheme made the market value of food delivery in Thailand (the new calculation base includes bakery and drink products, such as tea, coffee, fruit juice, etc.) grew by more than 46.4 percent in 2021. As for the 2022 tendency, Kasikorn Research Center processed data with the cooperation of LINE MAN, Wongnai, and market data (Kasikorn Research Center, 2021) and expected that the direction of the food delivery market would be growing since food delivery application providers provided promotion to stimulate the market continuously and expanded their restaurant base and new customers in upcountry increasingly, including consumer familiarity, making the index of the number of times of customer food ordering in 2022 increased by 2.9 percent, slowed down when compared to 2021 (Kasikorn Research Center, 2021; Jankit & Yasuo, 2021). Prices or the number of food orders per time in 2022 were expected to increase, but at a limited rate, resulting from rising costs in restaurants like cost of raw materials, cost of labor, and operating costs for Covid-19 management that seems to exist continuously. The variety and the number of restaurants that join food delivery platforms appear to increase according to the business expansion of platform providers to new areas, which are normally high in number, making competition in the market more intense.

The value of the food delivery market would remain growing continuously but at a slowdown level, caused by an increase in food orders and prices. Kasikorn Research Center estimated that the market value of food delivery in 2022 (the new calculation base includes restaurants, bakery and drink shops.) would be valued around 7.9 billion baht or expanded by 4.5 percent, down from the accelerating base in 2021. However, in case of severe spread of Omicron, food delivery would expand more than expected. It was also estimated that groups of restaurants more likely to grow than overall growth were limited-service restaurants (such as burger, pizza, fried chicken, etc.) and street food, which are the groups that food delivery application providers give importance to marketing and expanding a restaurant port on their platforms (Kasikorn Research Center, 2021).

From the importance of brand equity, it showed that brand equity from the customer's perspective factors affect the increase in added value of the online food ordering and delivery industry in Thailand, both in terms of marketing that reflects the added value of the market and growth of customers who have confidence in the brand. The marketing factors of brand equity from customer's perspective can be explained through the marketing mix. which affects the value added of the online food ordering and delivery industry in Thailand and the factors organizational transparency is another factor that reflects trustworthiness which is an important factor in building brand equity from customer's perspective.

In terms of competition, the context of the online food delivery service industry in Thailand has been growing and becoming more intense, causing businesses to continuously study variables that will increase the value of the industry. In order to lead to the study according to the objectives, the linkage between marketing mix, organizational transparency, and value added of the online food delivery industry in Thailand, it can be seen that the increase in value added will occur from businesses having marketing strategies that respond to changing consumer needs, such as the need for delivery services, offering promotions, having reasonable prices, and having a variety of service channels. Currently, customers still consider access to information and data confidentiality as important factors in choosing to use services, making organizational transparency a factor that affects the implementation of effective marketing strategies, which has a positive effect on the value added of the online food delivery industry in Thailand (Jankit & Yasuo, 2021).

This research aims to study the variables of brand equity from customer's perspective that are explained by marketing mix factors and organizational transparency that influences the value added of the online food ordering and delivery industry in Thailand.

### **Research's Objectives**

1. To study marketing mix factors influencing value added in the Thai online food ordering and delivery industry.
2. To investigate the organizational transparency factors affecting value creation in the online food ordering and delivery industry in Thailand.

### **Literature Reviews**

#### **Theories related to customer-based brand equity.**

Aaker (1991) defined brand equity from customer perspective as valuable assets linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers. An organization can create value for customers by measuring four components of brand equity from customer perspective, i.e. 1) brand awareness (Aaker, 1996 and Keller, 1993), brand image refers to a brand's symbol or logo which is all about memory and feelings that consumers have about the brand linked to a firm's image and reputation. Brand image consists of attributes, benefits or experience of users and producers. Brand image is the impression that a brand creates in the minds of customers and stakeholders (Aaker, 1996 and Keller, 2008). Brand associations mean creating the relationship with a brand through positive feelings towards the brand, brand awareness, brand image and transferring experiences and telling about attributes of the brand and organization. Brand associations are important to enable customers to have brand awareness and to create a long-term competitive advantage (Kotler & Keller, 2009, p.188), perceived quality through customers' good experiences about

the brand from awareness of brand quality which is the key in making the brand stand out, including brand memory, brand recall, and good memory in the minds of customers in the long run (Aaker, 1996). 4) Brand loyalty is generated from a symbol or logo of a brand, the key to brand recall, causing the emotionally-charged decision of a customer to purchase a particular brand again and again. Brand loyalty is triggered by evaluating brand equity, affecting sales or profits in business (Aaker, 1996; Fayrene and Lee, 2011; Musa Pinar et al., 2012).

The most mentioned components of customer-based brand equity are found in the research of Aaker (1996) and Keller (1993). Though customer-based brand equity gains much attention from businessmen and scholars, there is a gap in the literature in terms of evaluating or measuring brand equity in a different way, such as manufacturing business, product distribution business, service business like how tourism business should be (Kevin Kam Fung & Ceridwyn, 2010). A research study conducted by Prasad and Dev (2000) stated that brand equity from customers' perspective in tourism business means positive and negative attitudes and perceptions that affect customers' purchases. Brand equity in the tourism business is value-added tourism products and services (Kim & Kim, 2005). Brand equity helps create competitive advantages among service businesses in Thailand (Nurittamont & Ussahawanitchakit, 2008). Empirical research studies about customer-based brand equity have been found increasingly. Four components of customer-based brand equity are measured, i.e. brand loyalty, perceived quality, brand association (most likely referred to as brand image of tourism business) (Šeric, Gil-Saura, and Mollá-Descals, 2015) and brand awareness (Aaker, 1996; Keller, 1993) Besides, components of brand equity in the context of tourism business are applied from the components of customer-based brand equity of Aaker (1996) and Keller (1993).

The meaning of brand equity from customers' perspective (customer-based brand equity) is the quality of products and services from brands that customers shall buy or use though those products or services have the same attributes to those of other competitors in the market, which can be measured by brand awareness, brand association, perceived quality, and brand loyalty.

### **Concepts and Theories Related to Marketing Mix.**

According to the literature review, researchers and marketers have brought the marketing mix to academic and business development appropriately and efficiently, consistent with target markets as planned in market operations. It is a process of strategic marketing planning of executives to ensure product development is suitable for and meets customers' demands based on appropriate pricing, efficient distribution channel by considering time and place required by customers, including promotion for global market through various media in a comprehensive manner, competitive advantages, which affect

brand equity from customers' perspective and business operational performance in an efficient and long-lasting manner. Marketing mix by Kotler (2000) consists of the following:

Products are goods or services, brands, people, including ideas in response to customer or consumer satisfaction, and benefits obtained from using or consuming those products, both tangible and intangible approaches. Product consists of 5 important components, i.e. core product, tangible product, expected product, augmented product, and potential product, based on forms, utility, possession, and feelings towards products (Kotler and Keller, 2009). Price means the determined quantitative value of a product based on both internal and external factors like costs, competitors, customers' demands, including laws and regulations associated with pricing.

Place means the entire process of taking a product from the manufacturer and making it accessible to consumers, which location, channel of distribution, and type of outlet must be considered (Kotler and Keller, 2009), including channel structure consisting of business and activity. Activities that help distribute products are transportation, warehousing, and inventory management. Distribution consists of 2 parts (Kotler, 2000). Promotion is the use of communication to influence consumers to buy products or services through promotion mix, i.e. advertising, sales promotion, public relations, and personal selling (Kotler and Keller, 2009). Promotion is a type of communication between buyers and sellers to create perception, attention, attitude, and behavior by means of personal selling and non-personal selling. There are a variety of communication instruments. In order to use those various instruments, integrated marketing communication (IMC) is required.

### **Concept and Theories Related to Organizational Transparency in Customers' Perspective.**

Organizational transparency in the customers' perspective is associated with the principles of corporate governance which were first mentioned in 1989. World Bank Report identifies that it is the use of country resources for sustainable development with the participation of all sectors by means of responsibility, management, legal framework, and transparency. It was started from the government sector and used by the private sector later in management. Corporate governance is a part to build and restore a country's economy (World Bank, 1989). A research study conducted by Juda (1999) specified that corporate governance is official and non-official management, including decision making to use resources to achieve the maximum benefit. An analysis is made of problems and opportunities, behavior accepted and not accepted by society, and rules and regulations that affect the use of resources and the environment. Consumers are unwilling to allow companies to receive benefits from doing business without transparency. Companies, such as Enron, WorldCom, Anderson Consulting, Xerox and other companies that do not disclose information to stakeholders make customers not confident that those companies operate

under the limits of social norms and ethics (Hein, 2002) and make consumers curious and not trust in their business operations increasingly, especially no truth in advertising.

Good governance in business organizations or corporate governance must reduce errors that occur in the benefits system to provide the maximum benefit to business owners. Importance is given to efficiency, effectiveness, transparency, fairness, and participation of stakeholders in service businesses, such as tourism business, food business, transport business, etc. (Anand, 2008 and Jensen and Mecking, 1976). It was found that good governance in business organizations or corporate governance and corporate social responsibility can enhance each other for employees, customers, society and environment and build sustainability to service business (Jumroenvong, 2013). This is consistent with a research study conducted by Shahin and Zairi (2007) finding that components of good governance in business organizations had an impact on corporate social responsibility by integrating corporate social responsibility with good governance in the form of management system by means of roles and characteristics of leaders that reflect corporate social responsibility, such as the implementation of social and environment activities (Thanaiudompat, 2023).

A research study conducted by Calveras (2015) showing that major factors affecting the adoption of the action concept on corporate social responsibility and corporate governance are the size of business and internal organizations that make decision to use corporate social responsibility and corporate governance as differentiation strategy of the business. This is consistent with a research study conducted by Kim, Kim and Lee (2015) indicating that hotel business employees in China perceived their hotel corporate social responsibility and corporate governance more than hotel business employees in South Korea. A study conducted by Supanti, Butcher and Fredline (2015) found that corporate governance and corporate social responsibility activities built the relationship between the management team and employees of tourism businesses. A research study conducted by Appiah (2016) revealed that corporate governance and corporate social responsibility strategies built satisfaction among employees and customers of tourism businesses, built confidence and loyalty among customers, though customers had a bad experience with tourism business before (Fatma, Khan and Rahman, 2016). A study conducted by Islam et al. (2016) confirmed that corporate governance and corporate social responsibility could help organizational image of being a good citizen of society.

**The relationship between marketing mix factors and value added in the online food ordering and delivery industry in Thailand.**

Marketing mix factors in the online food ordering and delivery industry in Thailand have a significant impact on the industry's value added. Therefore, able to observe how the marketing mix in this industry affects value added. There are relationships in various perspectives, including product and service offerings: is to create and offering products and

services that respond to customer needs in the form of online food ordering and delivery affects the added value of the industry. Variety in the food menu, ease of ordering and delivery and the quality of delivery services plays an important role in creating customer satisfaction and satisfaction, which affects adding value in the industry (Anand, 2008).

Marketing and promotions, by doing promotions and marketing to increase awareness of brands and products in the market, it has the effect of value increasing. Promotions such as discounts or promotion codes can increase interest and promote customer orders. Using the right marketing channels like social media and online advertising can also help increase your value in the industry and customer service. Providing good and reliable customer service is essential to customer satisfaction and satisfaction. Providing prompt and efficient guidance and troubleshooting can help increase customer satisfaction and satisfaction, resulting in added value in the industry (William and Pawinpon, 2021).

The reflection of relationship with partners controlling the quality and efficiency of delivery by partners (restaurant or deliverer) affects customer satisfaction and affects the added value of the industry. Speed of delivery, product accuracy and customer satisfaction in delivery, etc. it determines the quality of all services that affect value added in the industry. Therefore, managing and developing adaptation to change in adapting to market needs a strong branding and interface providing good customer service and quality control of deliveries is important to help (Fayrene and Lee, 2011).

**Hypothesis 1 :** Marketing mix factors affect the value added of the online food ordering and delivery industry in Thailand.

**Relationship between factors organizational transparency and value added of the online food ordering and delivery industry in Thailand.**

Organizational transparency is an important factor that affect the value added of the online food ordering and delivery industry in Thailand in the form of trust. Revealing an organization's internal information and processes helps strengthen trust from customers. Especially in industries where most transactions are made online. When customers know that the organization is transparent in its operations and has consistent management, it will build the confidence and promote long-term business (Fleischman & Chiang, 2001).

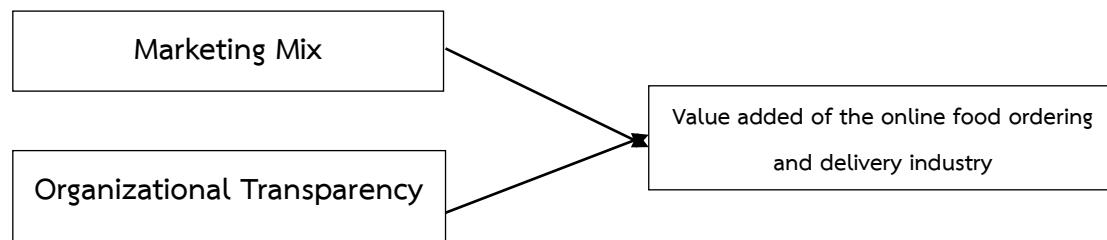
Appiah (2016) Building relationships with customers is a form of disclosing information about business processes such as product delivery. Managing customer feelings and how to solve problems helps to create satisfaction and strong relationships with customers. That will result in customers coming back to use the service again and recommending it to others. Sustainable business operations It is an emphasis on transparency in management, making the organization stable and sustainable in its business operations. Where customers and partners may have trust and confidence in doing business together. This results in the value added of the industry increasing as well, offering quality products and services reflects transparency in the processes within the organization, helping

to effectively control the quality of products and services. Where customers can be confident that the products they receive are of high quality and provide attentive service. which affects industry's value adding.

Therefore, disclosing information and making it known at the organizational level is an important thing. It directly helps to increase the value of the online food ordering and delivery industry in Thailand in many ways, such as increasing trust from customers, strengthening relationships with customers and partners and creating sustainable value in doing business in the long term.

**Hypothesis 2:** Organizational transparency factors affect the value added of the online food ordering and delivery industry in Thailand.

### Conceptual Framework



**Figure 1** Conceptual Framework

### Research Methodology

#### Population and Sample group

The population is users of online food ordering to delivery services in the year 2022. The population group used in the research is users of online food ordering to delivery services in the year 2022 and the sample group is determined using purposive simple random sampling, by finding an unknown sample size with a significant level of 95 percent and allowing for an error of 5 percent, the calculated sample group was equal to 385 samples. To facilitate data collection, a total of 400 samples were collected (Cochran, 1953).

### Research Instrument

The research was created a questionnaire with the following steps:

1. Reviewed and collected the information from related documents and related research articles to create research questions and concepts. Determine the issues and scope of questions to be consistent with the objectives and benefits of the research.

2. Creating a draft questionnaire, send it to experts to consider the questionnaire to test its accuracy. Covers the content and accuracy of the language expressions used. Once the questionnaire has been verified by experts, the questionnaire will be tested (Try

Out) with a population that has similar characteristics to the population to be studied, totaling 30 samples.

3.Create a complete questionnaire with the Google Forms program and create a QR Code to facilitate collecting the questionnaire.

### Research Results

This research used data analysis using a SPSS program. The data was taken from the questionnaires that were collected and coded to interpret the results and recorded in the program. To carry out statistical data analysis the hypothesis testing method was used using the multiple regression analysis method.

#### Hypotheses testing results

**Hypothesis 1:** Marketing mix factors affect the value added of the online food ordering and delivery industry in Thailand.

**Table 1** Marketing mix factors affecting value added in the online food ordering and delivery industry in Thailand.

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.252	.151		8.286	.000	
Product	.251	.034	.311	7.215	.000	1.12
Price	.174	.046	.201	3.814	.000	1.02
Place	.235	.047	.270	5.090	.000	1.01
Promotion	.236	.042	.214	3.145	.000	1.13
R = 0.611; R Square = 0.367; Adjust R Square = 0.373 Standard Error of The Estimate = 0.313; Sig = 0.000; F = 81.789						

From Table 1, it was founded that marketing mix has an influence on value added in the online food ordering and delivery industry in Thailand. Considering the significant value equal to 0.000. When considering the results of the multiple regression equation analysis, it was found that the multiple correlation coefficient (R) has a value equal to 0.611 and an adjusted R square value of 0.373, meaning. This model was able to predict 37.3 percent of the dependent variables. When considering each variable, it was found that product had the greatest influence on added value in the online food ordering and delivery industry in Thailand. In the form of standard scores, followed by promotion, place and price with influence values in the equal to 0.251, 0.236, 0.235 and 0.174 and influence values in the form of standard scores equal to 0.311, 0.270, 0.214 and 0.201, respectively, with statistical significance at the level of 0.05.

**Hypothesis 2:** Organizational transparency factors affect the value added of the online food ordering and delivery industry in Thailand.

**Table 2** Stepwise multiple regression analysis between organizational transparency and value added of the online food ordering and delivery industry in Thailand.

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.660	.121		7.232	.000	
Information Disclosure	.157	.045	.176	6.215	.000	1.02
Internal Process	.112	.040	.211	4.321	.000	1.03
Business Trust	.147	.041	.170	4.190	.000	1.02
Social Responsibility	.246	.039	.184	3.255	.000	1.14
R = 0.791; R Square = 0.627; Adjust R Square = 0.619 Standard Error of The Estimate = 0.255; Sig = 0.000; F = 93.798						

From Table 2, it was founded that organizational transparency factors affect value added in the online food ordering and delivery industry in Thailand. Because the significant value is equal to 0.00, when considering the results of the stepwise multiple regression analysis, it was found that the correlation coefficient (R) is equal to 0.791 and the adjusted R square value is equal to 0.627, meaning that this model can predict the dependent variable accounting for 62.7 percent. When considering each variable, it was found that social responsibility factors influence value added in the online food ordering and delivery industry in Thailand. In the form standard information disclosure, trust and internal process had the influence values equal to 0.246, 0.157, 0.147, and 0.112 and influence values in the form of standard scores equal to 0.184, 0.176, 0.170, and 0.211, respectively, with statistical significance at the 0.05 level.

### Discussion of Research Results

The results of the research were summarized according to the following research objectives.

1. In the online food ordering and delivery industry in Thailand, there are many marketing mix factors that affect the value added of the industry. Some factors include the convenience of using the service, the convenience of customers ordering food and receiving delivery services increases the value of the industry (Anand, 2008). This is consistent with Islam et al. (2016) who explained that the convenience that comes along with the use of smartphone technology and food ordering applications, customers can order food anywhere, anytime without having to waste time traveling to the restaurant.

Chun et al. (2021) Service quality reflects the quality of food delivery and customer service, directly affecting the added value of the industry. Providing such good service fast delivery good customer service and the cleanliness and efficiency of all delivery services is vital to customer satisfaction and satisfaction. Including the variety in the food menu to choose from influences customer satisfaction. Having a diverse menu that responds to customer needs and tastes gives customers the opportunity to continually order food online. Marketing and promotions by using marketing activities and promotions to enhance customer sentiment and create interest in ordering food online, it has the effect of increasing value in the industry. Appiah (2016) Promotions such as discounts or promotional codes can increase interest and encourage customers to purchase.

Results obtained from having appropriate and efficient marketing mix factors is to increase the value of the online food ordering and delivery industry in Thailand by enabling the business to grow and progress towards providing higher quality and efficient services.

2. From the research results, it was founded that having organizational transparency in the online food ordering and delivery industry in Thailand has a significant effect on increasing the value of the industry. It has the effect of creating trust in the market by revealing information about work processes within the organization, such as management policies and procedures. Disclosure of delivery and payment information create transparency and trust in the market, customers and partners will have confidence in doing business with a company that good organizational transparency strengthens customer confidence in service quality, such as customer reviews and ratings. Details about the menu and ingredients used and information about delivery help strengthen customer confidence to make them choose to use services sustainably (Chun et al., 2021).

Sumana (2022) Creates transparency and good relationships with partners by disclosing information about working conditions, pay, and quality assurance of partners, helping to build trust and satisfaction among partners. This reveals information about marketing plans and promotions related to partners. Helps build cooperation and good relationships with partners. In line with Kotler (2016) idea, it is further explained that to attract investors, disclosure of information about operations, performance and corporate strategy will build confidence among investors. This gives investors the confidence to invest in this industry and helps in expanding the business.

Therefore, having good organizational transparency in the online food ordering and delivery industry in Thailand helps in building trust. Good relationships with customers and partners and create interest in the market, which results in increasing value in the industry.

## Recommendation

For the future research, this research collected data only on groups of consumers who ordered food online. In order to be able to apply the research results on a large scale, the population should be expanded in future research to study a wider population and be able to compare needs and differences.

Suggestions for the business sector, from the research results, it was found that the marketing mix variables, both in terms of product and service development, appropriate pricing, increasing distribution channels that are directly targeted, and public relations for products and services, in the Thai food delivery business, the marketing mix concept has been widely used. Therefore, businesses should increase product and service development to cover logistics services. The research results show that the main variable with the highest impact must also consider the organization of public relations that reach all levels of the target group and should increase partners that will give customers more choices.

There are also organizational transparency variables that affect the value added of the online food ordering and delivery industry in Thailand. Businesses can use this to plan for social responsibility by adjusting strategies for social responsibility and customer confidentiality to build trust with customers.

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