

## Factors Affecting the Management of an International Chain Store of Intangible Cultural Heritage Sichuan Cuisines

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### ABSTRACT

This research aimed to study the factors affecting the management of an international chain store of intangible cultural heritage Sichuan cuisines. This research employs a cross-sectional analysis design to identify the management factors associated with the intangible cultural heritage of the Sichuan cuisine hot pot chain. The study employs a quantitative approach, utilizing a questionnaire to collect data from 408 consumers. The reliability values of all factors were more significant than 0.7. The research results show a significant relationship between the brand image, the emotional brand attachment, the brand image, and the brand loyalty.

**Keywords:** Brand image, Emotional brand attachment, brand loyalty

### 1.1 Introduction

Based on the latest data from the National Bureau of Statistics of China, the total retail sales of consumer products in China experienced a 2.5% growth in July 2023, reaching 3,676.1 billion yuan. Out of this, catering revenue accounted for 11.63% of the total retail sales, amounting to 427.7 billion yuan. The catering revenue of units above the designated size accounted for 26.09% of the total catering revenue, an increase of 10.9% compared to last year. The total revenue was 111.6 billion yuan. From January to July, China's total retail sales of consumer products experienced a 7.3% growth compared to the same period in the previous year, reaching RMB 26,434.8 billion. The catering revenue increased by 20.5% to RMB 2,860.6 billion, while the catering revenue of units above designated size increased by 21.4% to 736.5 billion yuan (China Bureau of Statistics, 2023).

In August 2019, the New York Times reported on the growing popularity of hot pot in New York (Wells, 2019). However, not long ago, Sichuan hot pots could only be seen in Chinatowns in the United States, and it was challenging to see them elsewhere. The use of Sichuan pepper in Sichuan hot pots is still illegal (Agriculture, 2018). Browsing Google Trends shows that from 2004 to August 22, 2023, the search volume of "hot pot" on Google in Thailand peaked in October 2010, and the search volume of hot pot from August 2014 to April 2020 demonstrated a downward trend. After April 2020, the search volume for hot pots began to increase. Due to the advancement of globalization and worldwide economic and commercial collaboration, Sichuan Hotpot has been expanding its presence overseas by opening stores. Sichuan hotpots exist in the United States, Australia, the United Kingdom, Japan, South Korea, Singapore, and Thailand. There are more than 20 Sichuan hotpot restaurants around the world. Thousands of overseas Sichuan restaurants are worth 250 billion yuan (Tao, 2019).

Aaker (1991) defined brand loyalty as the affective bond that customers form with a specific brand. Brand loyalty is when people strongly depend on a particular brand (Naghibi & Sadeghi, 2011). Several marketing researchers and scholars have always regarded brand loyalty as a popular area of interest (Aljumah, Nuseir, & Islam, 2020; Ibrahim, 2022; Mehmood & Hanaysha, 2015). Loyalty to a brand can be defined as a customer's inclination to continue using the same brand's service or purchasing its goods in the future (Franky & Budiman, 2021; Loureiro, Sarmiento, & Le Bellego, 2017). This is because devoted consumers are a brand's greatest asset, and retention is

vital to both critical- and long-term success. Brand loyalty is people's emotional connection to a specific brand (Kotler & Gertner, 2007). Oliver defines it as "a strong commitment to consistently buying or using a preferred product or service again in the future (Oliver, 1999)". Jacoby (1973) proposed another standard definition of brand loyalty: the intention to repeat purchasing behavior, including the careful decision to purchase continuously from the same brand over a period (Jacoby & Kyner, 1973). In the past two decades, there has been substantial expansion in brand management and the understanding of consumer relationships (Albert, Merunka, & Valette-Florence, 2013; Fetscherin & Heinrich, 2015). Emotional brand attachment significantly influences brand loyalty. For instance, Assiouras (2015) conducted research on the food and catering industry and confirmed a strong positive correlation between emotional brand attachment, purchase intention, willingness to pay, and brand promotion (Assiouras, Skourtis, Koniordos, & Giannopoulos, 2015). Has a significant impact. According to Bahri-Ammari (2016), emotional brand attachment plays a crucial role in explaining customers' behavioral loyalty (Bahri-Ammari, Van Niekerk, Ben Khelil, & Chtioui, 2016).

There is a direct correlation between a customer's emotional connection with a brand and their reluctance to move to other brands. A stronger emotional attachment to a brand also decreases the probability of purchasing other brands. Research has revealed that affective commitment is essential in enhancing brand loyalty and improving customers' views of a favored hotel's frequent guest program, which is fundamental to achieving commercial success in the hotel industry (Choi & Mattila, 2006). In 2005, Thomson expanded this perspective to include human brands, such as celebrities, and further analyzed emotional brand attachment by defining it as "the strength of a particular emotional bond between an individual and a human brand." Thomson, MacInnis, and Whan Park (2005) categorize the structure into three substructures: connection, passion, and affection, respectively. According to Swimberghe, Astakhova, and Wooldridge (2014), passion refers to the whole connection between customers and companies, which includes the cognitive, hedonic, and behavioral aspects (Swimberghe, Astakhova, & Wooldridge, 2014). Moreover, Huber et al. (2015) found that a brand's fundamental practical advantages can generate strong passion for the brand, particularly in enduring customer-brand connections (Huber, Meyer, & Schmid, 2015).

The author organizes the remaining sections of this paper as follows: first, briefly review the theoretical background of essential concepts such as brand image, emotional brand attachment, and brand loyalty. Next, the author presents hypotheses based on our conceptual model, specifically exploring whether brand image influences both brand loyalty and emotional brand attachment and whether emotional brand attachment serves as a mediator between brand image and brand loyalty. Next, the author elaborates on the research results. Finally, this research discusses the research results, summarizes the study's limitations, and provides suggestions for future research.

## **1.2**

### **1.3 Literature review**

Theoretical background to the stimulus-organism-response model.

Mehrabian and Russell first developed the SOR theory in 1974. Donovan and Rossiter (1982) proposed that environmental factors can stimulate consumers' cognition and emotions, thereby driving specific behavioral outcomes. The SOR theory is to study impulse consumption in TQ (2022), J Ming (2021), and Library and Information Science Y Song (2022). The SOR model consists of three parts: stimulus, organism, and response. The stimulus variable (S) is mainly the driving force that affects people's cognitive and emotional processes. Bagozzi (1986) posits that we can use social, environmental, and design components as stimulus variables. In 2017, Kang et al. proved, after years of development, that brand image can serve as a stimulus variable (Kang, Manthiou, Sumarjan, & Tang, 2017). The organism variable (O) is a mediator. Brown and Alnawas (2016) included brand emotional attachment as an organism variable in the SOR model research and combined with Thomson's views; the attachment was divided into three observation variables (passion, affection, and connection). Response (R) encompasses the outcome or decisive behavior, which includes psychological, attitudinal, and behavioral responses. Oliver (1999) divides brand loyalty into four different elements: cognitive loyalty, emotional loyalty, intentional loyalty, and behavioral loyalty. Academic literature typically divides brand loyalty into two parts: Attitudinal loyalty refers to customers' emotional attachment and optimistic attitude toward a brand or company. Behavioral loyalty refers to the repeated purchases and consistent behaviors consumers show to a brand or company (Oliver, 1999). The primary purpose of this paper is to study whether certain factors in the brand image of Sichuan cuisine chain hot pot stores can affect emotional brand attachment, thereby leading to

consumer brand loyalty. Therefore, the view of brand loyalty as a reaction to emotional brand attachment, with R representing brand loyalty.

**Brand image:** A brand image is a collection of symbolic meanings that consumers identify with a particular brand. These meanings reflect the connection between the brand and the consumer's self-concept. Consumers express themselves through their brand and influence others' perceptions of themselves, thereby becoming brand loyal (Escalas & Bettman, 2005). Scholars generally believe that brand image formation includes multiple dimensions and aspects. Biel (1992) believes that brand image mainly consists of corporate image, product/service influence, and user image (Biel, 1992). Fan Xiucheng believes that brand image comprises a product, an enterprise, a human, and a symbolic dimension (Fan & Chen, 2002). This article integrates intangible cultural heritage with brand image. Biel's (1992) brand model explicitly divides it into the corporate image, product image (tangible culture), service image (intangible culture), and consumer image.

Brand loyalty means consumers love a brand very much and become highly dependent on it (Naghbi & Sadeghi, 2011). No matter whether there are other competing brands with similar uses or designs, consumers still want to firmly buy the product repeatedly, which is brand loyalty (Rajagopal, 2020). However, consumers of different cultures will significantly differ in their behaviors toward brand loyalty, and some people will have more brand awareness than others (De Mooij & Hofstede, 2011). Regarding the significance of brand loyalty, specific individuals believe that it is the fundamental essence of brand equity (Tong & Hawley, 2009), while Kim et al. (2008) found through research that brand loyalty is like a high spirit of dedication, which can help brand enterprises facilitate transactions and sell products or services more quickly (Jang, Olfman, Ko, Koh, & Kim, 2008). The consumer's repeated purchase decision for a particular product/service comes from his loyalty to the brand (Rahbar & Wahid, 2011).

The literature generally accepts that brand loyalty is a two-dimensional construct with attitudinal and behavioral aspects (Hwang & Kandampully, 2012). Attitudinal loyalty refers to behavioral intentions, such as purchase and repurchase intentions. Therefore, we listed similar motivations, including "increased interaction with the brand," "repurchase intention," "purchase intention," "positive word of mouth," and "commitment." Action loyalty signifies the transformation of behavioral intentions into tangible actions (Oliver, 1999). In this dimension, consumers will overcome obstacles (i.e., psychological and financial barriers to switching brands) and show continuous purchasing behavior for the brand (Han, Kim, & Hyun, 2011; Oliver, 1999). Therefore, we identified "willing to pay more" and "unwilling to switch brands" as actions that demonstrate brand loyalty.

**Emotional brand attachment:** Attachment theory, which originated in psychology, is the source of emotional brand attachment. Bowlby's research revealed that babies exhibit persistent tendentious behaviors toward the people they bond with. Following a period of development research, Schultz, Kleine, & Kernan (1989) incorporated attachment theory into marketing. At the cognitive level, Schultz first created the concept of brand attachment (Schultz et al., 1989), who believed that when possessions can meet the needs of defining self-boundaries and changing the environment, they become an extension and representative of the self, forming an attachment relationship between people and possessions. Bauer and Tasaki believe that attachment is how consumers use consumer objects they currently own, expect to own, or have owned to support their self-concept (Dwayne Ball & Tasaki, 1992). Attachment is multifaceted, emotionally complex, evolves, and requires a personal history between the object and the person (Kleine & Baker, 2004). It develops through consistent emotional, cognitive, and behavioral experiences with objects (Feeney, Noller, & Roberts, 1996). In consumer behavior and brand research, EBA refers to the closeness of the self to the brand in terms of strong cognitive and emotional perceptions that exist in the consumer's mentality (Park, MacInnis, & Priester, 2006), as well as the self-reference of brand elements to the consumer. Orth et al. (2012) emphasized the significance of self-definition. Thomson et al. synthesized previous research on attachment and used exploratory factor analysis to conclude that brand attachment has three key elements: emotion, passion, and connection (Thomson et al., 2005). Passion, defined as "a strong inclination toward activities people enjoy, find important, and regularly spend time and energy on" (Vallerand et al., 2003), reflects solid and exciting positive emotions towards the brand, indicating the consumer's desire to use, desire, and want the brand (Batra, Ahuvia, & Bagozzi, 2012; Thomson et al., 2005). Affection describes consumers' positive evaluation and warm feelings toward a brand (Thomson et al., 2005), revealing a brand's ability to elicit positive emotional responses from consumers through its use (Chaudhuri & Holbrook, 2001). Thomson et al., 2005 define self-brand connection as the consumer's sense of connection to the brand and the degree to which they incorporate the brand into their self-concept (Park, MacInnis, Priester, Eisingerich, &

Iacobucci, 2010). From a theoretical perspective, the SOR theory will link together the relationships among brand image, brand loyalty, and emotional brand attachment.

1.4 Research methods

Research Design: This survey and development study uses a questionnaire survey to collect data and to study the factors affecting the management of an international chain store of intangible cultural heritage Sichuan cuisines.

Research Population and Sample Size: The subjects of this study are consumers of four international Sichuan hot pot chains in Bangkok, Thailand. Due to the frequent flow of consumers and the large number of consumers, it is impossible to collect accurately. The sample size is calculated using the formula of Billingsley (1995). The sample proportion is 50% or 0.50, the reliability value is 95%, and the error tolerance is 0.05. The details are as follows:  $SS = Z^2 \times (P) \times (1-P) / C^2$ ;  $Z = 1.96$ ,  $p = 0.50$ ,  $c = 0.05$ . Therefore, the appropriate sample size is determined to be 384. Then a multi-stage sampling method(Cochran & Talwani, 1977) was adopted, including 1) stratified random sampling to select brand hotpot restaurants that met the conditions from two websites (MAIGOO, 2022; Vision Thai, 2024), 2) the conditions were that the brand was born in Chengdu, an international chain, and had branches in Bangkok, Thailand, 3) after verification, four brands were found, namely Haidilao Hotpot, SHOO LOONG KAN HOTPOT, WEISHUWU HOTPOT and Shu Daxia Hotpot, 4) a quota sampling method was used, with 100 samples for each brand, and 5) 408 valid questionnaires were received.

Research Instrument: The research instrument used to collect data from 408 consumers was a self-administered questionnaire consisting of two parts: the questionnaire gathered 1) personal information of the respondents, and 2) opinions on factors that affect the operation of ICH Sichuan Cuisine International Hotpot Chain, such as brand image, emotional brand attachment, and brand loyalty. The Likert scale questionnaire had five possible answers ranging from 1 (strongly disagree) to 5 (strongly agree). K (2003) set the class width at 0.80. Research Instrument Evaluation: Five experts reviewed the questionnaire to determine its content validity. Generally, it is best to use an odd number of experts to avoid unanimous opinions, as suggested by Rowinelli and Hambleton in 1977 (Garang, Wilkister, & Millicent, 2016). We selected questions with an IOC of 0.5 and above using the Item-Objective Congruence Index (IOC) (Tirakanun, 2007). We then conducted a pre-test on 30 people to ensure the reliability of the questionnaire. Generally, the number of pre-test participants is flexible and depends on convenience and appropriateness (S., 2010). According to the Cronbach's alpha coefficient test, the questions' reliability values were more significant than 0.7 (Ekolu, 2016; Spiliotopoulou, 2009). The KMO measurement value is 0.725, exceeding the threshold of 0.6. The degree of freedom (df) is 496, and the p-value is nearly 0.000. Therefore, the questionnaire is considered reliable and suitable for data collection.

Data Analysis: The data were analyzed using statistical software as follows:

Table 1 KMO and Bartlett tests

KMO <sup>↙</sup>		0.880 <sup>↙</sup>
Bartlett sphericity test <sup>↙</sup>	Approximate chi-square <sup>↙</sup>	6526.916 <sup>↙</sup>
<sup>↙</sup>	df <sup>↙</sup>	496.000 <sup>↙</sup>
<sup>↙</sup>	p <sup>↙</sup>	0.000 <sup>↙</sup>

Before doing factor analysis in a research project, the first stage entails evaluating the appropriateness of the study data for factor analysis. The information presented in Table 1 shows that the Kaiser-Meyer-Olkin (KMO) measure is 0.880, which surpasses the minimum threshold of 0.6. This implies that the requisite prerequisites for performing factor analysis have been fulfilled, and the data is appropriate for the investigation. The data successfully passed the Bartlett sphericity test at a significance level of  $p < 0.01$ . This indicates that the study data is suitable for component analysis and possesses robust structural validity(Jameel & Al-Salami, 2023; Williams, Onsmann, & Brown, 2010).

Confirmatory factor analysis (CFA) is a statistical method to investigate the associations between reported measures or indicators and underlying latent variables or factors within a measurement model. It falls within the broader category of structural equation modeling(Brown & Moore, 2012). The results can provide persuasive evidence for both the discriminant and convergent validity of the theoretical constructs by evaluating the average variation extracted (AVE) and the composite reliability (CR) of all components.(González et al, 2008).

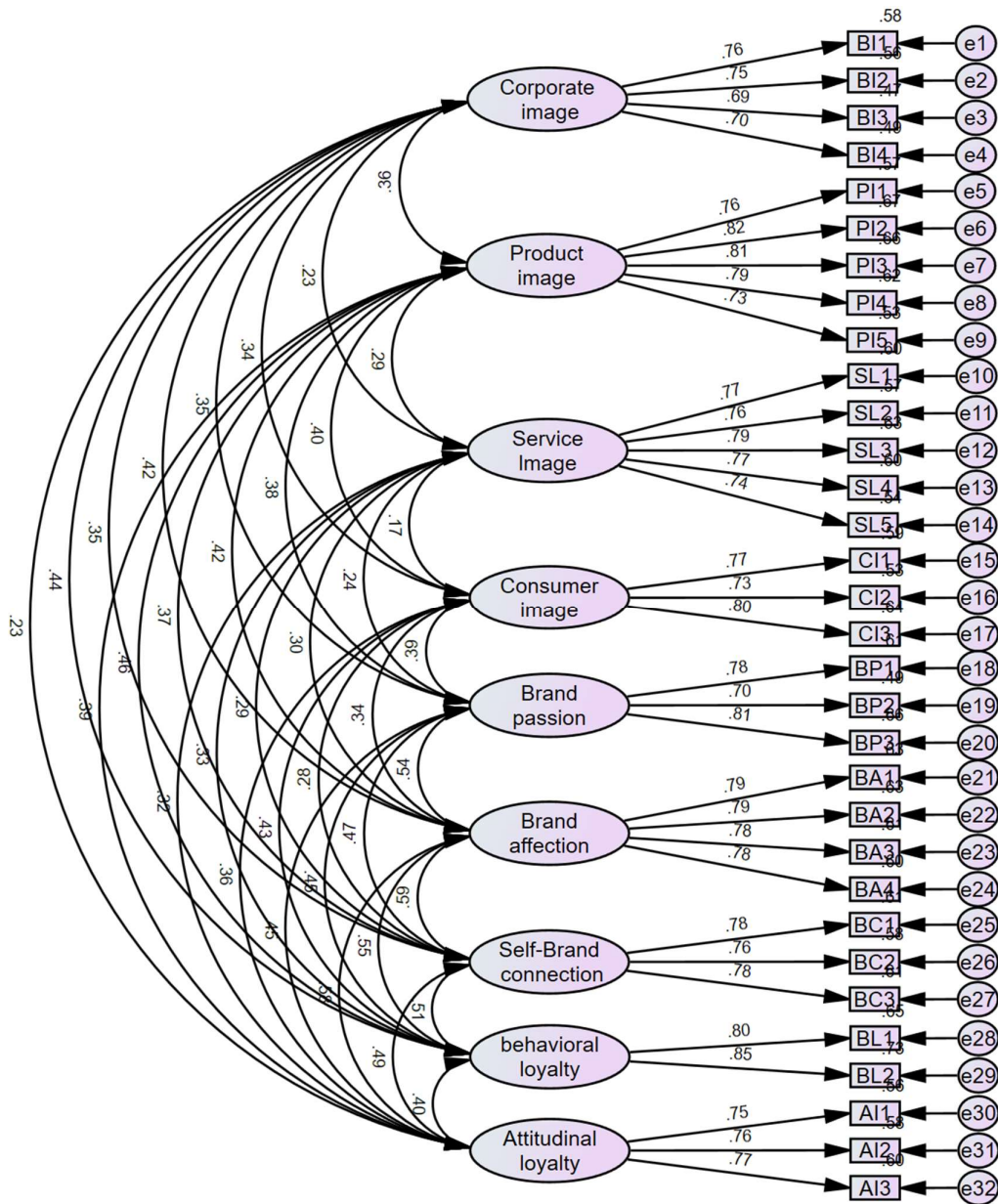


Figure 1 Convergent validity table with each variable as degree

Figure 1 assesses the adequacy of the confirmatory factor analysis scale regarding model fit, and the variables demonstrate a satisfactory fit. The data acquired from the questionnaire were imported into an advanced statistical analysis technique. The model fitting parameters were then calculated using the maximum likelihood technique and are presented in Table 2.

Table 2 Model fitting for validation factor analysis

Model fitting	CMIN	DF	CMIN/DF	NFI	RFI	IFI	TLI	CFI	GFI	RMSEA
Fitting result	702.613	428	1.642	0.895	0.879	0.956	0.949	0.956	0.908	0.040
Decision value			<3	>0.9	>0.9	>0.9	>0.9	>0.9	>0.9	<0.08

The data presented in Table 3-2 indicates that the CMIN/DF ratio is 1.642, below the threshold of 3. The NFI, RFI, IFI, TLI, CFI, and GFI values exceed 0.9. The RMSEA value is 0.040, which is also less than 0.08. These results indicate that the confirmatory factor analysis of the model is a good fit. Furthermore, the overall model of corporate image, product image, service image, consumer image, brand passion, brand affection, Self-Brand Connection, behavioral loyalty, and attitudinal loyalty is well adapted.

### 1.5 Results

The frequency analysis results provide a comprehensive overview of the various demographics and characteristics of the 408 respondents—the study male with 53.2%. Age distribution showed that the most significant respondents were 41-50 (42.2%); regarding marital status, most respondents (78.2%) were married. Over half of the participants held a bachelor's degree (52.9%). Regarding occupation, the largest group (63.2%) worked as officers or clerks in private companies. Finally, most participants earn \$647-\$968 (48.5%) in average monthly income. Overall, this survey provides valuable insights into the demographics and characteristics of the surveyed population that can inform further analysis and decision-making as shown in Table 3.

Table 3 Demographic Information

Items	frequency ( %)	Items	frequency ( %)
Gender		Occupation	
Male	217 (53.2)	Student	36(8.8)
Female	191 (46.8)	Government	63 (15.4)
		Official/State Enterprise	
Age		Own business	23(5.6)
21-30	66(16.2)	Private Company (Officer/ Staff)	258(63.2)
31-40	103 (25.2)	Other, please specify	28(6.9)
41-50	172(42.2)	Average	
51-60	54 (13.2)	income per	
>61	13 (3.2)	Month	
Status		\$ 323 /Or Under 323	37(9.1)
Single	76 (18.6)	\$ 323 – \$ 646 323	65(15.9)
Married	319 (78.2)	\$ 647 – \$ 968 647	198 (48.5)
Widow/Divorced	13 (3.2)	\$ 648 – \$ 1,290	74(18.1)
		\$ 1,291 – \$ 1,613	22(5.4)
		More than \$ 1614	12(2.9)
Education			
Diploma or under	30(7.4)		
Advance	93(22.8)		
Diploma			
Bachelor's degree	216(52.9)		
Master's degree	57(14.0)		
Doctor's degree / PhD	12(2.9)		

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Table 4 details the customer behavior characteristics of the respondents. The details are the following: "Who pays the bill every time?" One hundred eighty-one respondents (44.4%) chose "pay yourself" the most. "Which hot pot restaurants do you usually visit for dinner?" WEISHUWU HOTPOT had the most problems, with 125 respondents (30.6%) asking, "Why choose this brand of hot pot? The interior renovation received the highest number of responses, with 163 respondents (40.4%). Who influences your decision to dine at this hot pot restaurant the most? Among them, 176 respondents (43.1%) said that their friends, lovers, or spouses influence their decision to dine at this hot pot restaurant. Among them, 189 respondents (46.3%) reported going there once a month. What time do you want to eat hot pot? In this question, 134 respondents (32.8%) selected options from 12:00 to 14:59. In the "Which is your first choice?" question, 134 respondents (32.8%) selected options from 12:00 to 14:59. HAIDILAO is the most popular choice, with 148 respondents (36.3%) selecting option 8. If this mall sells other popular brands, I won't indulge. HAI DI LAO has the most respondents, 161 (39.5%).

Table 4 the customer behavior characteristics of respondents

Item	description <sup>↵</sup>	Frequency (%) <sup>↵</sup>	Item	description <sup>↵</sup>	frequency (%) <sup>↵</sup>
Who pays every time? <sup>↵</sup>	↵		How many times a month do you usually eat hot pot? <sup>↵</sup>	↵	
	Yourself <sup>↵</sup>	181(44.4) <sup>↵</sup>		Once a month <sup>↵</sup>	189 (46.3) <sup>↵</sup>
	Father/Mother/Relatives. <sup>↵</sup>	74 (18.1) <sup>↵</sup>		Twice a month <sup>↵</sup>	136 (33.3) <sup>↵</sup>
	Friends/Lovers/Spouse <sup>↵</sup>	126 (30.9) <sup>↵</sup>		Three times a month <sup>↵</sup>	60 (14.7) <sup>↵</sup>
	Other, please specify <sup>↵</sup>	27 (6.6) <sup>↵</sup>		More than four times a month, including four times <sup>↵</sup>	23 (5.6) <sup>↵</sup>
Which brand of hot pot restaurants do you usually go to for dinner? <sup>↵</sup>	↵		When do you usually eat at a hot pot restaurant ? (on what period?) <sup>↵</sup>	↵	
	HAIDILAO <sup>↵</sup>	116 (28.4) <sup>↵</sup>		06.00-08.59AM <sup>↵</sup>	17 (4.2) <sup>↵</sup>
	SHOO LOONG KAN HOT POT <sup>↵</sup>	92 (22.5) <sup>↵</sup>		09.00-11.59 AM <sup>↵</sup>	33 (8.1) <sup>↵</sup>
	WEISHUWU HOTPOT <sup>↵</sup>	125 (30.6) <sup>↵</sup>		12.00-2.59 PM <sup>↵</sup>	134 (32.8) <sup>↵</sup>
	SHUDAXIA HOT POT <sup>↵</sup>	54 (13.2) <sup>↵</sup>		15:00-17.59 PM <sup>↵</sup>	61 (15.0) <sup>↵</sup>
	None of these were consumed <sup>↵</sup>	21 (5.1) <sup>↵</sup>		18:00-20.59 PM <sup>↵</sup>	110 (27.0) <sup>↵</sup>
Why choose this brand of hot pot restaurant ? <sup>↵</sup>	↵			9.00- 11.59 PM <sup>↵</sup>	43 (10.5) <sup>↵</sup>
	Cheap price <sup>↵</sup>	117 (28.7) <sup>↵</sup>		24.00-05.59 AM <sup>↵</sup>	10 (2.5) <sup>↵</sup>
	Interior renovation <sup>↵</sup>	163 (40) <sup>↵</sup>	() would be my first choice <sup>↵</sup>	↵	
	Eat this taste <sup>↵</sup>	75 (18.4) <sup>↵</sup>		HAIDILAO <sup>↵</sup>	148 (36.3) <sup>↵</sup>
	Easily find this brand of hotpot restaurant <sup>↵</sup>	53 (13.0) <sup>↵</sup>		SHOO LOONG KAN <sup>↵</sup>	93 (22.8) <sup>↵</sup>
Who has the most significant influence on your decision to eat hot pot? <sup>↵</sup>	↵			WEISHUWU HOTPOT <sup>↵</sup>	120 (29.4) <sup>↵</sup>
	Yourself <sup>↵</sup>	49 (12.0) <sup>↵</sup>		SHUDAXIA HOT POT <sup>↵</sup>	40 (9.8) <sup>↵</sup>
	Father/Mother/Relatives <sup>↵</sup>	129 (31.6) <sup>↵</sup>		None of these were consume <sup>↵</sup>	7 (1.7) <sup>↵</sup>
	Friends/Lovers/Spouse <sup>↵</sup>	176 (43.1) <sup>↵</sup>	If ( ) is available in this mall, I will not eat other hot pot brands. <sup>↵</sup>	↵	
	Co-worker/Colleague <sup>↵</sup>	41 (10.0) <sup>↵</sup>		HAIDILAO <sup>↵</sup>	161 (39.5) <sup>↵</sup>
	Other, please specify <sup>↵</sup>	13 (3.2) <sup>↵</sup>		SHOO LOONG KAN <sup>↵</sup>	126 (30.9) <sup>↵</sup>
↵	↵	↵		WEISHUWU HOTPOT <sup>↵</sup>	61 (15.0) <sup>↵</sup>
↵	↵	↵		SHUDAXIA HOT POT <sup>↵</sup>	44 (10.8) <sup>↵</sup>
↵	↵	↵		None of these Brand hot pot <sup>↵</sup>	16 (3.9) <sup>↵</sup>

Table 5 presents a correlation analysis using the Pearson correlation coefficient, which explores the relationship between corporate image, product image, service image, consumer image, brand image, brand loyalty, and attitudinal loyalty. There is to illustrate the strength of the relevant relationship. A comprehensive examination reveals: Corporate image and behavioral, attitudinal, and brand loyalty are crucial components. The connection coefficients for corporate image and behavioral loyalty, attitudinal loyalty, and brand loyalty are 0.354, 0.189, and 0.311, respectively. The correlation coefficient values are more significant than 0, showing a positive relationship between the three variables. Product image, behavioral loyalty, attitudinal loyalty, and brand loyalty are all essential factors that significantly determine customer loyalty. The correlation coefficients between product image and behavioral loyalty, attitudinal loyalty, and brand loyalty are 0.388, 0.329, and 0.429, respectively. The correlation coefficient values exceed 0, showing a positive link among the three categories. Service image, behavioral, attitudinal, and brand loyalty are all essential factors. The correlation coefficient values for service image and behavioral loyalty, attitudinal loyalty, and brand loyalty are 0.276, 0.270, and 0.332, respectively. The



correlation coefficient values exceed 0, indicating a positive association between the three variables. All three factors are essential: consumer image and behavioral loyalty, attitudinal loyalty, and brand loyalty. The correlation coefficient values for consumer image and behavioral loyalty, attitudinal loyalty, and brand loyalty are 0.344, 0.299, and 0.386, respectively. These correlation coefficient values are more than 0, indicating a positive link between the three variables. Brand image, behavioral loyalty, attitudinal loyalty, and brand loyalty are all essential factors. The correlation coefficient values for brand image and behavioral loyalty, attitudinal loyalty, and brand loyalty are 0.508, 0.411, and 0.548, respectively. The correlation coefficient values exceed 0, showing a positive association among the three variables.

Table 5 Person correlation between corporate image, product image, service image, consumer image, brand image, brand loyalty, and attitudinal loyalty

	Corporate image	Product image	Service image	Consumer image	Brand image
behavioral loyalty	0.354**	0.388**	0.276**	0.344**	0.508**
Attitudinal loyalty	0.189**	0.329**	0.270**	0.299**	0.411**
Brand loyalty	0.311**	0.429**	0.332**	0.386**	0.548**

\*  $p < 0.05$  \*\*  $p < 0.01$

Table 6 illustrates the application of correlation analysis to investigate the association between corporate image, product image, service image, consumer image, brand image, brand passion, brand affection, self-brand connection, and emotional brand attachment, respectively. Utilizing Pearson, the correlation coefficient quantifies the degree of association between variables. Detailed examination reveals: Corporate image and the emotions of brand passion, affection, connection, and attachment are all essential. The correlation coefficients for the variables brand passion, brand affection, self-brand connection, and emotional brand attachment are 0.282, 0.346, 0.283, and 0.386, respectively. These correlation coefficients are more significant than 0, indicating a positive association between corporate image and the four mentioned elements. One cannot undervalue the significance of product image and emotional factors like brand passion, affection, connection, and attachment. The correlation coefficient values for product image and the variables brand passion, brand affection, self-brand connection, and emotional brand attachment are 0.319, 0.366, 0.306, and 0.419, respectively. These correlation coefficient values are more significant than 0, indicating a positive association between the product image and the mentioned variables. Service image, passion, affection, connection, and attachment to a brand are all essential. The correlation coefficient values for service image and the four items (brand passion, brand affection, self-brand connection, and emotional brand attachment) are 0.200, 0.262, 0.247, and 0.300, respectively. These correlation coefficient values are more significant than 0, indicating a positive correlation between the service image and the four items. Consumer image and passion, brand affection, self-brand connection, and emotional brand attachment are critical factors. The correlation coefficient values for these factors are 0.318, 0.288, 0.232, and 0.351, respectively. These correlation coefficient values are more significant than 0, indicating a positive correlation between consumer image and brand passion, affection, connection, and attachment. Brand image, passion, affection, connection, and attachment are all important aspects. The correlation coefficient values for brand image and its relationship with brand passion, brand affection, self-brand connection, and emotional brand attachment are 0.412, 0.474, 0.403, and 0.545, respectively. These correlation coefficient values are more significant than 0, indicating a positive link between brand image and the variables above.

Table 6 Person correlation between corporate image, product image, service image, consumer image, brand image, brand passion, brand affection, self-brand connection, and emotional brand attachment

	Corporate image	Product image	Service image	Consumer image	Brand image
Brand passion	0.282**	0.319**	0.200**	0.318**	0.412**
Brand affection	0.346**	0.366**	0.262**	0.288**	0.474**
Self-Brand Connection	0.283**	0.306**	0.247**	0.232**	0.403**
Emotional brand attachment	0.386**	0.419**	0.300**	0.351**	0.545**

\*  $p < 0.05$  \*\*  $p < 0.01$

Table 7 demonstrates the application of correlation analysis in examining the relationship between brand passion, brand affection, self-brand connection, emotional brand attachment, brand loyalty, attitudinal loyalty, and brand loyalty. To quantify these correlations, we use the Pearson correlation coefficient. The situation presents both benefits and drawbacks. Detailed examination reveals:

Brand passion, behavioral loyalty, attitudinal loyalty, and brand loyalty are all essential factors. The correlation coefficient values for brand passion and behavioral loyalty, attitudinal loyalty, and brand loyalty are 0.361, 0.368, and 0.444, respectively. These correlation coefficient values are more significant than 0, indicating a positive link between the three variables.

The correlation coefficient values for emotional brand attachment and behavioral and attitudinal brand loyalty are 0.457, 0.486, and 0.577, respectively. These correlation coefficient values are more significant than 0, indicating a positive link between the three measures.

The relationship between self-brand connection and behavioral, attitudinal, and brand loyalty is statistically significant. The correlation coefficient values for self-brand connection, behavioral loyalty, attitudinal loyalty, and brand loyalty are 0.426, 0.396, and 0.497, respectively. These values are all greater than 0, indicating a positive correlation between the three items.

The correlation coefficient values for emotional brand attachment and behavioral, attitudinal, and brand loyalty are 0.526, 0.532, and 0.644, respectively. These correlation coefficient values are more than 0, indicating a positive link between the three variables.

Table 7 Person correlation between Brand passion, Brand affection, Self-Brand Connection, Emotional brand attachment, Brand loyalty, Attitudinal loyalty, and Brand loyalty

	Brand passion	Brand affection	Self-Brand Connection	Emotional brand attachment
Behavioral loyalty	0.361**	0.457**	0.426**	0.526**
Attitudinal loyalty	0.368**	0.486**	0.396**	0.532**
Brand loyalty	0.444**	0.577**	0.497**	0.644**

\*  $p < 0.05$  \*\*  $p < 0.01$

## 1.6 Conclusion

1.7 This study considered various factors in the operation and management of ICH international chain Sichuan hot pot restaurants. We collected overall data from consumers of four Sichuan international chain hot pot restaurant brands to analyze these factors. Various statistical and econometric methods covered the causal factors and success of Sichuan international chain hot pot restaurants. The results of the study showed that there was a significant relationship between multi-level causal factors and operation and management in Thailand. We highly recommend referring to the research results in the Thai region of Sichuan International Chain Hot Pot. In addition, students in economics and business studies can view the research results to better understand the operation and management of Sichuan international chain hot pot restaurants in the country. However, this study also has several limitations. First, this study only studied the Sichuan international chain hot pot restaurants in Bangkok, Thailand, with few management implications. Secondly, this is only a cross-sectional study. The research results may vary due to the different observation times of the data. Future researchers can study this issue from the perspective of longitudinal research.

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