

## Analysis of American Consumer Interest in Bulgogi: Application of Importance-Performance Analysis in the U.S. Market

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### Abstract

This study used importance-performance analysis of different attributes of Bulgogi to investigate Americans' interest in this food. The results of this study will help determine the potential of expanding its consumption in the American foodservice market. Questionnaires were distributed to 200 diners in Korean restaurants located in New York, U.S.A. from July 13 to Oct 8, 2009. A total of 172 copies were returned and analyzed in this study. Statistical analyses were conducted using SPSS 17.0. Of the total subjects, 74.4% were already familiar with Bulgogi and 69.2% had at least one experience trying it. Targeting the respondents who had eaten Bulgogi, preference and satisfaction toward the dish, as well as the intention to repurchase and recommend it to others, were examined, and scores were found to be very high at 4.53, 4.46, 4.26, and 4.47 points, respectively, on a 5-point scale. According to importance-performance analysis, the top five Bulgogi attributes in importance were taste, freshness, flavor, tenderness, and juiciness, and those for performance were freshness, flavor, taste, tenderness, and overall acceptability. However, sweetness and saltiness showed relatively lower performance and ease of purchase was noted as an attribute needing improvement. Therefore, American consumers' needs for Bulgogi should be met by enhancing its flavor, while maintaining the traditional taste, as well as by supplementing the channels providing Bulgogi.

**Key words:** Korean food, Bulgogi, American consumer, needs, Importance-Performance Analysis (IPA)

### INTRODUCTION

The National Restaurant Association reported that sales in the American foodservice industry were expected to be around 580 billion U.S. dollars in 2010, which is a 2.49% increase compared to 2009 (1). The U.S., a multiracial and multiethnic country, is a gathering place of food cultures from all over the world (2). Considering the influence of the U.S. on the world economy and trends, consumption of Bulgogi should first be increased in the American foodservice market to achieve successful overseas expansion of Korean food.

Recently, the U.S. ethnic foods market was estimated to generate \$75 billion in annual sales and expected to increase to \$112.5 billion by 2015 (3). Foodservice and food retail businesses account for 65% and 35% of these dollars, respectively (4). In particular, since obesity is recognized as a health-related problem of Americans, Asian restaurants including Thai, Vietnamese, Chinese, and Japanese cuisine, are becoming more appealing to Americans because they are often considered to serve lower calorie healthy foods (5). Although Korean cuisine has been identified as excellent food, its popularity in foreign countries is low, and is recognized by few people

(5-7). However, due to the continuously increasing interest of American consumers for new tastes, flavors, and exotic foods (8), and the active strategies by the Korean government to globalize Korean foods and to share the positive health aspects of these foods to satisfy the needs of American consumers (9,10), Korean foods may receive higher recognition with more consumers and higher increase in consumption in the American foodservice industry.

Korean foods drawing attention from the global market in terms of scientific and commercial aspects include Kimchi, Bulgogi, Bibimbap, and Korean sauces (11,12). Among Korean foods, foreigner preference for Bulgogi ranked highest (6). Additionally, Bulgogi is the most preferred food by U.S. and European consumers, and is, therefore, a representative Korean food with a high potential of increased consumption in the U.S. Consumers visiting Korean restaurants in the U.S. have shown high preferences for menu items containing beef, including grilled beef (13). In addition, a study by Joo et al. (14) that investigated preferences for 11 Korean foods by Americans in South Korea indicated that study participants liked Bibimbap, Bulgogi, and Galbigui, in order. The high preference for Bulgogi and Galbigui was

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considered to be the result of those dishes having ingredients familiar to Americans. In addition, its cooking method of roasting and its simple taste satisfied the appetite. According to a New York Times study that analyzed articles on Korean food, barbecue items including Bulgogi and Galbi, along with Kimchi, were recognized as representative Korean foods and were described as Korean foods that Americans experienced first due to their simple taste (15). Choi and Lee (16) reported that foodies in New York, the trend leaders of food culture, noted Kimchi and Korean barbecue, including Bulgogi, as representative Korean foods through in-depth interviews. For foodies, Korean barbecue was recognized as a healthy food and was realized as the food they wanted to cook most of all.

The majority of previous studies related to the expansion of Bulgogi consumption in the U.S. have examined a variety of Korean foods rather than investigating Bulgogi as a single food, and they evaluated American consumer preferences for, recognition of, and satisfaction toward Korean foods (13,14,17-21). Others investigated strategies for the localization of Korean restaurants in the U.S. foodservice market (8,22,23), as well as articles on Korean food in the New York Times (5,15), and the recognition of and attitudes toward Korean food among food specialists in New York (16). As a study investigating Bulgogi as a single food, Bae (24) suggested marketing strategies based on case studies of restaurants selling Bulgogi. These previous studies mainly analyzed American consumer recognition of, and preference for Korean foods overall, and suggested strategies for widely increasing the consumption of Korean foods. However, studies analyzing American consumers' needs for Bulgogi by focusing on Bulgogi as a single item have rarely been performed.

Therefore, to extend the consumption of Bulgogi in the American foodservice market, this study examined: a) consumer recognition and experience toward Bulgogi, b) preference for, satisfaction, and loyalty toward Bulgogi, and c) needs for food-related attributes and service marketing mix-related attributes of Bulgogi by applying Importance-Performance Analysis (IPA).

## MATERIALS AND METHODS

### Subjects

This study performed a questionnaire survey with a total of 200 American consumers in New York, to examine general recognition of Bulgogi and needs for food-related and service marketing mix-related attributes of Bulgogi. The survey period was from July 13, 2009 to October 8, 2009, and the self-administered questionnaires

were randomly distributed to consumers visiting Korean restaurants in Manhattan. The sample consisted of 200 diners in 2 Korean restaurants. One of the selected restaurants provided several kinds of traditional Korean dishes, while the other provided various kinds of dishes which include traditional Korean cuisine and a newly developed localized menu. Out of 200 total questionnaires, 172 were returned with a return rate of 86%.

### Questionnaire

The questionnaire consisted of 4 sections: i) demographic profile of respondents, ii) recognition and experiences toward Bulgogi, iii) preference for, satisfaction, and loyalty toward Bulgogi, and iv) the importance and performance of 23 Bulgogi-related attributes that were based on previous studies and then modified and supplemented for the purposes of this study.

The preference, satisfaction, and loyalty were measured using a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The loyalty to Bulgogi consisted of 2 items which were "intention to repurchase" and "would recommend it to others".

The Bulgogi-related attributes to determine American consumers' needs for Bulgogi were mainly divided into three parts: food-related attributes, service marketing mix-related attributes, and other attributes. The food-related attributes consisted of 15 items: overall acceptability, color, flavor, tenderness, off-flavor, juiciness, leanness, taste, residue, freshness, nutrition, safety, spiciness, saltiness, and sweetness (19,25). The service marketing mix-related attributes contained 7 items: price, ease of purchase, traditional concept, promotion, presentation, accompaniments, and cooking method (26). As a final attribute, localization was mentioned by many researchers as an attribute relating to overseas expansion of Korean food (12,22,27), and was added to the questionnaire for a total of 23 questions. The importance and performance of each attribute as perceived by the American consumers were determined according to a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5).

### Statistical analysis

The collected data were analyzed with the SPSS 17.0 program. Frequency analysis was used to investigate the demographic profiles of the respondents, and reliability analysis was conducted using Cronbach's alpha to verify the internal consistency of measurement tools used in this study. To secure discriminant validity, principal component analysis was performed and varimax rotation was used as the rotation method to simplify components. To investigate the importance and performance of the Bulgogi related attributes, descriptive analysis and paired

samples *t*-test were conducted.

## RESULTS AND DISCUSSION

### Demographic profile of respondents

The demographic profile of the respondents is presented in Table 1. The number of females (92, 53.5%) was higher than the number of males (77, 44.8%). Respondents ages 21 to 30 years accounted for the largest portion with 54 individuals (31.4%) and those ages 31 to 40 years and 41 to 50 years had 47 (27.3%) and 36

(20.9%) individuals, respectively. Their races included Caucasian, Asian, Hispanic, and African American as 76 (44.2%), 41 (23.8%), 26 (15.1%), and 16 (9.3%) of the respondents, respectively. In terms of employment, 41 (23.8%), 39 (22.7%), and 31 (18.0%) were professionals, office workers, and students, respectively. The frequency of eating-out was 5 to 10 times per month for the majority of the subjects (74, 43.0%), and the average cost for eating-out per one time was 23.53 U.S. dollars. Additionally, 123 subjects (71.5%), accounting for more than a half, had never visited Korea.

**Table 1.** Demographic profile of respondents

(n=172)

|  | Items                       | Frequency     | Percentage |
|--|-----------------------------|---------------|------------|
| Gender   | Female                      | 92            | 53.5       |
|  | Male                        | 77            | 44.8       |
|  | No response                 | 3             | 1.7        |
| Age  | Under 20                    | 9             | 5.2        |
|  | 21 ~ 30                     | 54            | 31.4       |
|  | 31 ~ 40                     | 47            | 27.3       |
|  | 41 ~ 50                     | 36            | 20.9       |
|  | 51 ~ 60                     | 14            | 8.1        |
|  | Over 61                     | 9             | 5.2        |
|  | No response                 | 3             | 1.7        |
| Race/Ethnicity   | Caucasian                   | 76            | 44.2       |
|  | Asian                       | 41            | 23.8       |
|  | Hispanic                    | 26            | 15.1       |
|  | African American            | 16            | 9.3        |
|  | Others                      | 9             | 5.2        |
|  | No response                 | 4             | 2.3        |
| Education level  | Graduate degrees            | 64            | 37.2       |
|  | Bachelor's degree           | 59            | 34.3       |
|  | Some college, but no degree | 24            | 14.0       |
|  | High school                 | 14            | 8.1        |
|  | Less than high school       | 4             | 2.3        |
|  | No response                 | 7             | 4.1        |
| Employment   | Professionals               | 41            | 23.8       |
|  | Company employee            | 39            | 22.7       |
|  | Student                     | 31            | 18.0       |
|  | Others                      | 22            | 12.8       |
|  | Teacher                     | 15            | 8.7        |
|  | House wife                  | 9             | 5.2        |
|  | Independent business        | 8             | 4.7        |
|  | No response                 | 7             | 4.1        |
| Average monthly restaurant visit                           | less than 5 times           | 53            | 30.8       |
|  | 5th ~ 10th                  | 74            | 43.0       |
|  | 11th ~ 15th                 | 25            | 14.5       |
|  | 16th ~ 20th                 | 8             | 4.7        |
|  | 21st or above               | 6             | 3.5        |
|  | No response                 | 6             | 3.5        |
| Past experience of visiting Korea                          | Have not                    | 123           | 71.5       |
|  | 1 time                      | 12            | 7.0        |
|  | 2 times ~ 5 times           | 21            | 13.3       |
|  | Over 6 times                | 2             | 1.3        |
|  | No response                 | 14            | 8.1        |
| Average payment per person in one visit (\$) <sup>1)</sup> |                             | 23.53 ± 15.24 |            |

<sup>1)</sup>Mean ± SD.

**Table 2.** Recognition and experience toward Bulgogi (n=172)

|             | Items       | Frequency | Percentage |
|-------------|-------------|-----------|------------|
| Recognition | Know        | 128       | 74.4       |
|             | Don't know  | 43        | 25.0       |
|             | No response | 1         | 0.6        |
| Experience  | Have        | 119       | 69.2       |
|             | Have not    | 50        | 29.1       |
|             | No response | 3         | 1.7        |

### Recognition and experience toward Bulgogi

When recognition and experience toward Bulgogi were investigated, 128 respondents (74.4%) recognized Bulgogi and 119 (69.2%) had at least one experience consuming Bulgogi. Thus, the rate of respondents recognizing Bulgogi was slightly higher than that of subjects having eaten it (Table 2).

According to a study by Yoon (18) conducted with foreigners living in Korea, the rate of foreigners from the U.S. and Oceania who experienced Bulgogi was 52.0%, and Hong et al. (19) reported that the recognition rate of Americans was 26.0%. The large difference in recognition rate between the study by Hong et al. (19) and the present study is attributable to differences in sample composition. Since this study conducted a questionnaire survey with customers visiting Korean restaurants, the subjects consisted of consumers with relatively high recognition of Bulgogi. In addition, Lee et al. (15) showed that, according to the New York Times, Korean barbecue, including Bulgogi and Galbi, had a simple taste for Americans, thus many Americans' first experiences with Korean food are barbecue items. In other words, most American consumers with experience eating Korean foods are presumed to have eaten Bulgogi.

### Preference, satisfaction, and loyalty

Preference for and satisfaction toward Bulgogi, as well as loyalty composed of intention to repurchase and recommend it to others, were investigated with only the respondents who had consumed it (n=119) by using a 5-point Likert scale (1 point: strongly disagree, 3: neutral, 5: strongly agree). The results are shown in Table 3. According to the data, the average scores for preference, satisfaction, and intention to repurchase and rec-

**Table 3.** Preference for, satisfaction, and loyalty toward Bulgogi (n=119)

| Items                       | Mean $\pm$ SD   |
|-----------------------------|-----------------|
| I like Bulgogi              | 4.53 $\pm$ 0.71 |
| I am satisfied with Bulgogi | 4.46 $\pm$ 0.74 |
| I will purchase Bulgogi     | 4.26 $\pm$ 0.91 |
| I will recommend Bulgogi    | 4.47 $\pm$ 0.71 |

1: Strongly disagree, 3: Neutral, 5: Strongly agree.

ommend were comparatively high with over 4 points. In particular, the average score for preference was highest at 4.53 points and intention to repurchase had a relatively lower score with 4.26 points. These data are consistent with the preference scores for Bulgogi found in other studies, namely 4.8/5 points by Han et al. (17), 4.3/5 points by Yoon (18), 8.06/9 points by Hong et al. (20), and 4.54/5 points by Lee et al. (31). The high preference was considered to be due to the fact that the Bulgogi ingredients and cooking method were familiar to Americans, and thus Bulgogi was assessed very positively among American consumers as a representative Korean food.

### Needs for Bulgogi attributes

*Evaluation reliability and validity as a measurement tool:* The results for assessing the reliability and validity as a measurement tool in this study are shown in Table 4. Before conducting reliability analysis, 4 factors were extracted from 23 Bulgogi-related items. The Cronbach's alpha value of each factor was recorded as over 0.7 points to show the reliability of the items. In addition, because there was no item in which omission increased the Cronbach's alpha, all items were utilized for analysis.

To classify attributes with the same properties by analyzing the internal consistency of the 23 Bulgogi attributes, factor analysis was performed using principal component analysis (PCA) and varimax rotation (Table 4). Additionally, the Kaiser-Meyer-Olkin (KMO) and Bartlett test were performed. The KMO recorded a score of 0.735 exceeding the standard score 0.5, and the  $\chi^2$ -value corresponding to Bartlett's test of sphericity was 813.314 ( $p < 0.0000$ ). These tests confirm that the factor analysis of the 23 attributes of this study was generally appropriate. As a result of factor analysis, 4 factors were extracted with 55.9% of the total variance.

The first factor, including the 7 attributes of price, ease of purchase, promotion, presentation, localization, accompaniment, and cooking method, was termed 'management of food', and the second factor, consisting of color, off-flavor, residue, spiciness, saltiness, and sweetness, was defined as 'detailed taste of food'. The third factor was called 'overall taste of food' and included flavor, juiciness, and taste, and the fourth factor was designated as 'health aspects of food' containing overall acceptability, tenderness, leanness, freshness, nutrition, safety, and traditional concept.

*Importance performance analysis of Bulgogi:* The importance and performance results of the 23 Bulgogi attributes as perceived by the 119 respondents who had eaten Bulgogi in the past are presented in Table 5.

The importance of all attributes perceived by the

**Table 4.** Results of reliability analysis and factor analysis of Bulgogi attributes

(n=119)

| Factor                 | Items                 | Factor loading | Eigenvalue<br>(rotation sum) | % of variance | Cronbach's alpha |
|------------------------|-----------------------|----------------|------------------------------|---------------|------------------|
| Management of food     | Price                 | 0.453          | 3.755                        | 16.326        | 0.810            |
|                        | Ease of purchase      | 0.640          |                              |               |                  |
|                        | Promotion             | 0.762          |                              |               |                  |
|                        | Presentation          | 0.752          |                              |               |                  |
|                        | Localization          | 0.642          |                              |               |                  |
|                        | Accompaniment         | 0.578          |                              |               |                  |
|                        | Cooking method        | 0.613          |                              |               |                  |
| Detailed taste of food | Color                 | 0.559          | 3.423                        | 14.881        | 0.798            |
|                        | Off-flavor            | 0.447          |                              |               |                  |
|                        | Residue               | 0.570          |                              |               |                  |
|                        | Spiciness             | 0.748          |                              |               |                  |
|                        | Saltiness             | 0.838          |                              |               |                  |
|                        | Sweetness             | 0.802          |                              |               |                  |
| Overall taste of food  | Flavor                | 0.867          | 2.916                        | 12.677        | 0.784            |
|                        | Juiciness             | 0.737          |                              |               |                  |
|                        | Taste                 | 0.892          |                              |               |                  |
| Health aspects of food | Overall acceptability | 0.509          | 2.757                        | 11.988        | 0.738            |
|                        | Tenderness            | 0.519          |                              |               |                  |
|                        | Leanness              | 0.627          |                              |               |                  |
|                        | Freshness             | 0.810          |                              |               |                  |
|                        | Nutrition             | 0.452          |                              |               |                  |
|                        | Safety                | 0.516          |                              |               |                  |
|                        | Traditional concept   | 0.506          |                              |               |                  |
|                        |                       |                |                              | 55.874        | 0.896            |

KMO value: 0.735, Bartlette's test:  $p < 0.0000$ .**Table 5.** The importance and performance of Bulgogi (n=119)

| Attribute             | Importance  | Performance | T-value  |
|-----------------------|-------------|-------------|----------|
| Overall acceptability | 4.21 ± 0.91 | 4.21 ± 0.88 | 0.000    |
| Color                 | 3.59 ± 1.21 | 3.82 ± 1.05 | -2.124*  |
| Flavor                | 4.61 ± 0.79 | 4.39 ± 0.88 | 2.459*   |
| Tenderness            | 4.39 ± 0.86 | 4.26 ± 0.86 | 1.319    |
| Off-flavor            | 3.56 ± 1.17 | 3.58 ± 1.12 | -0.121   |
| Juiciness             | 4.38 ± 0.84 | 4.12 ± 0.88 | 2.435*   |
| Leanness              | 4.06 ± 1.14 | 4.00 ± 1.03 | 0.445    |
| Taste                 | 4.68 ± 0.76 | 4.37 ± 0.85 | 2.772**  |
| Residue               | 3.32 ± 1.17 | 3.58 ± 1.17 | -1.934** |
| Freshness             | 4.68 ± 0.62 | 4.40 ± 0.83 | 3.341**  |
| Nutrition             | 4.04 ± 1.13 | 4.01 ± 0.97 | 0.270    |
| Safety                | 4.08 ± 1.19 | 4.05 ± 1.04 | 0.199    |
| Spiciness             | 3.72 ± 1.14 | 3.69 ± 1.22 | 0.245    |
| Saltiness             | 3.17 ± 1.27 | 3.53 ± 1.15 | -2.733   |
| Sweetness             | 3.32 ± 1.18 | 3.49 ± 1.23 | -1.535   |
| Price                 | 4.03 ± 1.03 | 3.99 ± 0.94 | 0.335    |
| Ease of purchase      | 4.03 ± 0.93 | 3.85 ± 1.02 | 1.514    |
| Traditional concept   | 3.89 ± 1.10 | 4.03 ± 0.95 | -1.150   |
| Promotion             | 3.30 ± 1.16 | 3.58 ± 1.20 | -1.700   |
| Presentation          | 3.75 ± 1.13 | 3.88 ± 1.02 | -1.369   |
| Localization          | 3.59 ± 1.20 | 3.80 ± 0.95 | -1.646   |
| Accompaniment         | 3.77 ± 1.12 | 3.85 ± 0.92 | -0.668   |
| Cooking method        | 4.00 ± 1.13 | 4.11 ± 0.91 | -0.893   |

1: Strongly disagree, 3: Neutral, 5: Strongly agree.

\* $p < 0.05$ , \*\* $p < 0.01$ .

American consumers was over three points, which was higher than the ordinary level. The top five attributes

that American consumers thought to be important out of the 23 Bulgogi attributes were taste (4.68), freshness (4.68), flavor (4.61), tenderness (4.39), and juiciness (4.38), which are related to the taste of food. Many studies on the globalization of Korean foods have suggested various improvements related to taste. Sim et al. (32) reported that in a questionnaire survey performed with Koreans in the U.S., the taste of Korean food should be improved in order to globalize it. In particular, spices and sauces should be developed to suit American tastes, and nutrition, storage, and sanitation should also be addressed. Bae (24) insisted that for globalization of Bulgogi, recipe development considering the palate of local people as shown in the case of Wooraeok is key to success rather than traditional concepts. However, although many Americans have noted that the strong taste of Korean food is unappealing, others still want to eat traditional Korean foods (5). Furthermore, a survey conducted with foodies showed that the localization and Americanization of Korean food to meet the palate of Americans were not only negative, but could lead to loss of identity (16). Therefore, to expand the consumption of Bulgogi in the American market, its taste should be improved through the diversification of sauces and by considering the preferences of American consumers, along with the control of marinating time and the use of various spices and accompaniments while maintaining

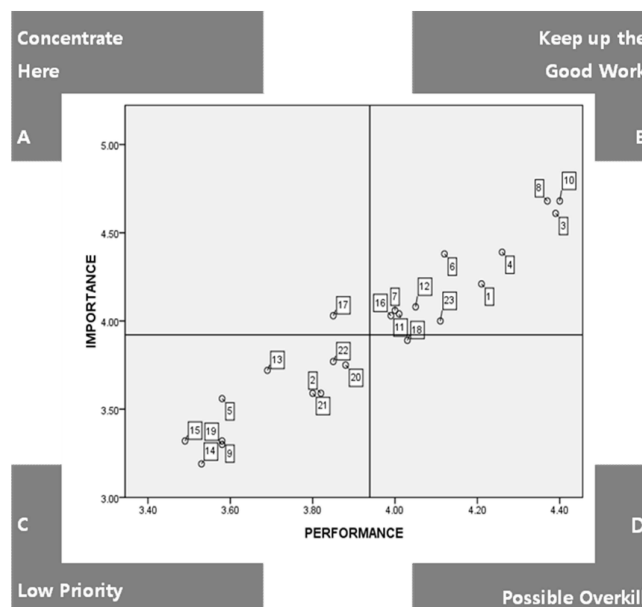
its authentic taste. In addition, since the representative brand image of Korean food is healthy food (10), improvements corresponding to its healthy food image, such as the use of lean meat for Bulgogi, a sufficient source of vegetable, and the use of natural ingredients, are necessary.

The performance of all attributes was also over three points and higher than the ordinary level. Out of the 23 Bulgogi attributes, the top five performance issues were freshness (4.40), flavor (4.39), taste (4.37), tenderness (4.26), and overall acceptability (4.21). Interestingly, in addition to the freshness of the ingredients, the service aspect of employees grilling the meat directly on the table was also considered indicative of freshness. When an attentive service, such as turning the meat in a timely fashion, was provided, satisfaction increased (5). Furthermore, in the food consumption patterns of Americans, preference for healthy food has consistently increased; thus, people prefer roasting or steaming over frying (8). The method of serving Bulgogi was found to be satisfactory to Americans, but facilities to reduce the amount of smoke, which is a disadvantage of Bulgogi, were noted by foreigners as being necessary. Meanwhile, the performance scores for saltiness and sweetness were relatively lower compared to other attributes, with 3.53 and 3.49 points, respectively. Due to the trend aimed toward healthy foods, excessive saltiness or sweetness should be resolved and the use of low-salt or natural ingredients as Bulgogi spices will produce mellow saltiness and sweetness.

When paired samples *t*-tests were conducted according to attributes to examine significant differences between importance and performance, the importance values for Bulgogi freshness, taste, and juiciness were higher than the performance values and these differences were significant ( $p < 0.05$ ,  $p < 0.001$ ). For Bulgogi color, performance was higher than importance and the difference was statistically significant ( $p < 0.05$ ).

IPA, as introduced by Martilla and James (28), has been used to measure the quality characteristics of various service products. Based on the comparison of importance and performance of quality attributes of service, IPA can be shown by designating performance and importance as X and Y axes of a two-dimensional diagram, respectively (29), and it is helpful for managers to develop strategic management plans by determining the relative location of various attributes (30).

The results for the IPA of Bulgogi are presented in Fig. 1. The first quadrant with high importance and high performance is termed "Keep up the good work" and the attributes in this quadrant require continuous effort.



**Fig. 1.** Importance-Performance Analysis. (A) Concentrate Here: 17. Ease of purchase, (B) Keep up the Good Work: 1. Overall acceptability, 3. Flavor, 4. Tenderness, 6. Juiciness, 7. Leanness, 8. Taste, 10. Freshness, 11. Nutrition, 12. Safety, 16. Price, 18. Traditional concept, 23. Cooking method, (C) Low Priority: 2. Color, 5. Off-flavor, 9. Residue, 13. Spiciness, 14. Saltiness, 15. Sweetness, 19. Promotion, 20. Presentation, 21. Localization, 22. Accompaniment.

The attributes observed to be in the first quadrant in this study were freshness, flavor, taste, tenderness, overall acceptability, juiciness, safety, cooking method, leanness, price, and nutrition. The attributes in the second quadrant with high importance but low performance are termed "Concentrate here" and can include complaints of customers and necessary efforts for improvements. The attributes in the second quadrant include ease of purchase, so measures to help American consumers purchase Bulgogi more easily are necessary. Meanwhile, the attributes in the third quadrant have low importance and low performance and are termed "Low priority" and include saltiness, sweetness, spiciness, residue, off-flavor, color, promotion, localization, accompaniments, and attractive presentation of Bulgogi. Those attributes in the fourth quadrant, with low importance and high performance exceeding expectation are termed "Possible overkill", and include the traditional concept attribute.

IPA revealed that ease of purchase was an attribute needing improvement. This finding was similar to that of Bai and Zhao (13) who reported Americans were dissatisfied with understanding menu items during food ordering and with communication with employees in Korean restaurants. The finding was also similar to that of Lee et al. (15) who noted a lack of consistency in the English names of Korean foods and difficulty com-

municating with employees. Therefore, the education of Korean restaurant employees to enhance understanding of menu items and communication with customers is necessary. Moreover, to purchase Bulgogi easily outside Korean restaurants, HMR products need to be introduced in supermarkets and grocery stores. Considering an economic recession in the U.S., the frequency of eating out has decreased and food consumption at home has increased, and the development of HMR products replacing home-made meals would help American consumers purchase Bulgogi more easily.

Because this study analyzed data from a limited number of American consumers visiting Korean restaurants located in New York, U.S., the results are difficult to generalize. Therefore, future surveys on the needs of consumers who have not consumed Bulgogi are necessary. In addition, to increase the consumption of Bulgogi in the American foodservice market, the development of Bulgogi products by considering improvements suggested in this study, sensory tests and market tests of products, and the commercialization of HMR products with good taste, freshness, and safety are needed. Moreover, for the globalization of Korean foods, studies among foreign consumers investigating the needs of not only Bulgogi but also other Korean foods should be conducted thoroughly and continuously.

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