

고객 가치와 성과의 관계 : 패밀리 레스토랑 웹사이트를 중심으로*

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Relationships between Customer Value and Performance : Focusing on Family Restaurant Websites*

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■ Abstract ■

Currently, improved quality of life has facilitated consumers' indulgence in a diverse range of cultural cuisines. Consequently, the evolvement of the food service industry has been developing itself according to the diversified needs of the consumers. In particular, a great amount of interest has been expressed in a new form of food service known as family restaurants. Family restaurant service providers have begun to provide information regarding family restaurant usage, including various foods and services, through their websites in order to yield better service to consumers. For family restaurant service providers, comprehending the consumers' purpose of using the company's websites is a crucial managerial issue and it plays an important role in the development of good marketing strategies. There exists a distinction in websites usage purposes according to the different values of consumers: the hedonic value and the utilitarian value. When consumers gain satisfaction through family restaurant websites usage, this satisfaction extends to word of mouth communication effect. In order to develop good Internet marketing strategies, this study is prepared to assist family restaurant service providers understand the relationships among customer value, usage purpose, customer satisfaction, and word of mouth communication with regards to the family restaurant websites. The results of this study provide useful implications to understand consumer behavior and to develop marketing strategies in a family restaurant websites.

Keyword : Family Restaurant, Websites, Word of Communication, Value, Satisfaction, Usage

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1. Introduction

The employment of the Internet has strengthened the competitiveness of companies. Companies provide information and convenient transactions to consumers through the Internet while attaining efficiency in their management. Nowadays, some companies employ the Internet to provide adequate services, which is a prerequisite for the optimal shopping of their customers. Especially as food service providers, family restaurants must also deliver services and information, so the convenience of transactions for consumers is enhanced by the establishment of online websites [14, 19, 24, 26, 27].

Consumers pursue hedonic and utilitarian values through online shopping. Utilitarian value focuses on the practical interest that consumers gain by exploring information through the Internet [1, 21, 30]. For example, when consumers access the websites of family restaurants, they can gain information such as the restaurant's phone number, its hours of operation, its atmosphere, and placement [24]. On the other hand, the hedonic value refers to the pleasure and attraction that consumers experience by using the Internet [1, 30]. For example, consumers feel pleasure and attraction when accessing images and videos of the delicious foods displayed on family restaurant websites. Therefore, website usage by consumers eventually affects their actual intention to purchase [17].

Generally speaking, consumers with a hedonic value—those who put more weight on fun and interest than consumers with a utilitarian value—have weaker intentions to purchase products or services [1]. However, consumers who pursue a utilitarian value focus on enhancing shopping ef-

iciency in various ways by utilizing information, purchasing products, and making reservations through the Internet [16, 30]. After purchasing products or services, consumers perceive a sense of satisfaction or dissatisfaction. There exists a difference in satisfaction according to the value of their shopping experience. As with the case of family restaurant websites, consumers feel satisfaction when their answers are adequately answered by the information and services provided on the Internet. The consumer's satisfaction towards service usage significantly influences word-of-mouth communication offline [3], and also creates online marketing outcomes through word-of-mouth communication [10, 11, 31].

Currently, applying information technology to family restaurant businesses plays an important role in the task of innovation and service provision [29]. Family restaurant websites are often used as an important tool in supporting management and transaction [14, 19, 24]. Currently, although many family restaurants operate their own websites, the usage level of these websites is weak, and there are minimal efforts to improve consumer satisfaction by providing diverse information. There is also an absence of a systematic approach to facilitate family restaurant websites. Therefore, studies on systematically applying marketing strategies through websites are in great need for family restaurants.

Therefore, this study intends to examine how the consumer values that consumers adopt when using family restaurant websites influence informational use, satisfaction, and word-of-mouth communication. This study conducted a survey on a group of individuals who frequently visit family restaurants. Through the partial least squares (PLS) approach (which is a structural eq-

uation model), I analyzed mutual cause and effect relationships to provide strategic indications for family restaurant service providers to establish marketing strategies.

2. Theoretical Background

2.1 Family Restaurant Research Outline

As the interest towards well-being has increased, consumers have begun to seek pleasure through their dietary choices. Consequently, the food service business has grown to meet this new need for a diverse food culture. Family restaurants are one of the new business areas that are popular with consumers. While family restaurants can be defined in many ways, Namkung et al. [26] defined a family restaurants as “a restaurant in which diverse menus and high quality table services are provided in a comfort-

able and bright atmosphere, especially intended for family member and customers aged 20~30” As the family restaurant business continues to grow, service providers continue to compete in providing even more satisfactory services to consumers [29].

One of the marketing efforts aimed at consumers is the operation of family restaurant websites. The operation of family restaurant websites acts as a consumer-oriented marketing tool for family restaurant service providers, consequently creating a competitive advantage [14, 19, 22, 24]. Because of a perception about the importance of strategies about websites, many studies showed in the <Table 1> [15, 18, 23, 25, 26, 33].

A domestic example of the marketing performance of implementing family restaurant websites is the example of T. G. I. Friday's. In April 1996, T. G. I. Friday's provided diverse usage information on their website while also advertising

<Table 1> Prior Research

Researchers	Title	Key Factors
Jung and Yoon [18]	The effects of nonverbal communication of employees in the family restaurant upon customers' emotional responses and customer satisfaction	<ul style="list-style-type: none"> ◦ satisfaction ◦ emotional responses ◦ communication
Lee and Kim [23]	A study of Internet marketing for family restaurant in Korea	<ul style="list-style-type: none"> ◦ Internet marketing, ◦ websites
Nam and Park [25]	A Study on the difference selection attributes in family restaurant brands	<ul style="list-style-type: none"> ◦ family restaurant ◦ brand
Namkung et al. [27]	A grounded theory approach to understanding web-site experiences of restaurant customers	<ul style="list-style-type: none"> ◦ family restaurant ◦ websites ◦ customer value
Park [33]	A Study on Internet advertisement effects of attitudes toward the website, brand, purchase intention	<ul style="list-style-type: none"> ◦ family restaurant ◦ websites ◦ brand ◦ Internet advertisement
Hwang et al. [15]	Structural effects of cognitive and affective responses to web advertisements, website and brand attitudes, and purchase intentions : The case of casual-dining restaurants	<ul style="list-style-type: none"> ◦ restaurants ◦ advertisements ◦ websites ◦ response

the family restaurant [20]. Since then, family restaurants such as Sizzler, Outback Steak, and Bennigan's have enhanced their advertisements and services through their websites.

This study holds the conviction that website operation is a crucial management strategy for family restaurant service providers in terms of creating a competitive advantage. Therefore, this research will focus on consumer usage and satisfaction while using family restaurant websites.

2.2 Research Hypothesis

As the Internet proliferates, an important issue regarding the usage purposes of websites for studies about e-commerce is the concept of hedonic value and utilitarian value [32]. Ever since the importance of these ideas was suggested in prior research [6], diverse studies on the consumer value of shopping purposes were conducted not only offline, but also online [1, 21, 30]. Consumers act differently according to utilitarian value or hedonic value of e-shopping websites.

In terms of utilitarian value, consumers explore information to enhance satisfaction, thereby purchasing goods and services of better quality and lower price. Therefore, the utilitarian value of the consumer is related to the exploration of information intended for purchase and the actual purchase of services. Therefore, this study establishes the following hypotheses :

- [H1] The perception of utilitarian value on family restaurant websites will positively affect the website's usage for information acquisition.
- [H2] The perception of utilitarian value on family restaurant websites will positively affect

the website's usage for transactional purposes.

On the other hand, hedonic value refers to the interest, pleasure, and amusement that consumers perceive online, appearing as the direct purchase of goods or services or purchase-related purposes. Therefore, the hedonic value of the consumer is related to the website's usage for pursuing playfulness regarding the information exploration of the goods or services provided by the website. Thus, the offline users of family restaurant will be able to visit these family restaurant websites offline. Therefore, this study establishes the following hypotheses :

- [H3] The perception of hedonic value on family restaurant websites will positively affect website usage for information purposes.
- [H4] The perception of hedonic value on family restaurant websites will positively affect website usage for transactional purposes.

Both public organizations (such as government organizations) and profit-oriented companies operate websites for transactional purposes, informational purposes, and operational efficiency [22]. Consumers collect information looking forward to successful offline shopping [34]. Moreover, consumers explore information through websites with the intention of making online purchases as well as shopping offline. Based on the information obtained through exploration, consumers purchase desired goods and services [30]. Therefore, companies provide diverse services in order to realize satisfactory website usage [35]. Consumers who use family restaurant websites adhere to their usage motivations. Some

use these websites to obtain information while others anticipate transactional services. Therefore, this study establishes the following hypotheses :

- [H5] The informational use of family restaurant websites will positively affect consumers' satisfaction regarding the website's usage.
- [H6] The transactional use of family restaurant websites will positively affect consumers' satisfaction of the website's usage.

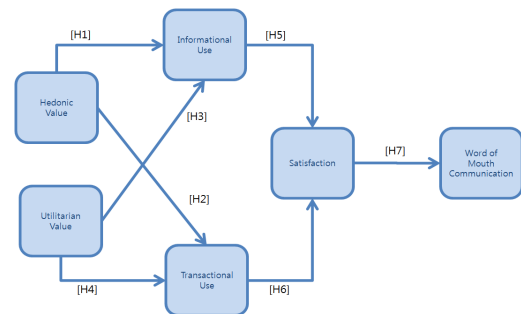
After using the services, consumers feel either satisfied or dissatisfied according to the disparity between anticipated performance and actual performance. Consumer satisfaction occurs when the disparity between anticipated performance and actual performance is minimal, while dissatisfaction occurs when this disparity is significant. Many studies regarding consumer satisfaction were conducted in terms of online and offline perspectives in business areas [2, 3, 8]. In general, the satisfaction of online consumers leads to positive word-of-mouth communication [10]. Babin et al. [4] carried out research on the effect that the satisfaction of restaurant services has on word-of-mouth communication. Park and Kim [31] asserted the importance of word-of-mouth communication in e-commerce [20]. Moreover, recognizing the importance of word-of-mouth communication online, Fong and Buron [11] analyzed the national differences between China and the U.S. in their electronic word-of-mouth communications. Therefore, this study established the following hypothesis :

- [H7] The usage satisfaction of family restaurant websites will positively affect word-of-mouth communication.

3. Research Model

3.1 Research Model

Based on prior studies above, the researcher established a research model. The research model is as [Figure 1].



[Figure 1] Research Model

3.2 Research Variables

The variables are composed of utilitarian value, hedonic value, informational use, transactional use, satisfaction, and word of mouth communication, based on prior studies. The items of this study previously validated prior studies. And we received valuable feedback from some experts. We carefully revised and modified for content validity. The variables and items are in the <Table 2>.

3.3 Survey process

This study composed survey items from prior studies. The survey items are composed by a seven point Likert type scale. To verify of the measurement items in advance, diverse advises from several specialists were collected. The final survey was developed through procedure that modified or deleted each survey item that lacked

〈Table 2〉 Research Variables and Items

V	Items	R
HV	[HV1] I visit the family restaurant websites merely for amusement.	[1, 3, 4, 17, 30]
	[HV2] Visiting the family restaurant websites is fun and brings about pleasure.	
	[HV3] The experience of visiting the family restaurant websites is similar to actually experiencing the atmosphere and various foods of family restaurants in person.	
	[HV4] I feel pleasure just exploring the family restaurant websites, although I don't actually go to a family restaurant.	
UV	[UV1] I visit the family restaurant websites to gain diverse information while efficiently spending my time.	[1, 3, 16, 17, 30]
	[UV2] Visiting the family restaurant websites beforehand provides convenience when visiting the family restaurant in person.	
	[UV3] I use information on the family restaurant websites to guarantee a well-planned and systematic family restaurant experience.	
IU	[IU1] I attain information such as the introduction, direction, menu, and contact information of the family restaurant through its websites.	[22]
	[IU2] I attain diverse visual images and video information through the family restaurant websites.	
TU	[TU1] I attain discount coupons of provided menus from the family restaurant websites.	[22]
	[TU2] I participate in promotions (i.e., marketing for food discount) provided in the family restaurant websites to efficiently cope with a family restaurant visit.	
	[TU3] I participate in various events in the family restaurant websites.	
	[TU4] I attain economic benefits and diverse additional services by visiting the family restaurant websites in terms of experiencing the family restaurant.	
SA	[SA1] I am satisfied with the information attained by using the family restaurant websites.	[2, 4, 8]
	[SA2] Due to the satisfaction I experienced by visiting the family restaurant websites, I plan to revisit the family restaurant websites.	
	[SA3] In general, using the family restaurant websites was satisfactory.	
WMC	[WMC1] I have told the convenience of visiting the family restaurant websites to other people.	[4, 11, 31]
	[WMC2] I have told other people the additional service of using the family restaurant websites.	

※ V = Variables, R = Related Studies

validity or reality. This survey investigation was conducted with university students and graduated students who frequently use family restaurants. The survey was conducted from March 2st, 2011 to March 30th, 2011. 221 questionnaires were collected. The empirical analysis was conducted using SMART PLS 2.0 software.

4. Empirical Test

4.1 Sample Information

The characteristics of the survey participants

of this study are as follows. First, looking into the gender characteristics, the 123 people of the participants were male composing 56%, while 98 people were female, thereby composing 44%. The Internet usage hours of the participants were; under 1 hour; 14 participants, under 2 hour; 70 participants, under 3 hour; 79 participants, under 4 hours; 38 participants, under 5 hours; 10 participants, under 6 hours; 5 participants, over 6 hours; 5 participants. 4 participants were teenagers, 216 participants were in their twenties, 1 were in their thirties. The amount of money

used per usage appeared as; under 20,000 won; 61 participants, under 40,000 won; 133 participants, under 60,000 won; 24 participants, over 80,000 won; 1 participants.

4.2 Checking Reliability and Validity

This study conducted a reliability and validity analysis on the variables. Through PLS approach, reliability was analyzed through value of composite scale reliability index. Typically if the composite scale reliability index value is above 0.7, there are reliability of the variables. Furthermore, validity is evaluated through Cronbachs Alpha. The composite scale reliability index value and Cronbachs alpha are above 0.7 in the <Table 3>. Thus, the research variables of the study has sufficient validity and reliability [5, 7, 28].

<Table 3> Reliability and AVE

V	AVE	Composite Reliability	Cronbachs Alpha
HV	0.68	0.89	0.84
IU	0.75	0.86	0.67
SA	0.88	0.96	0.93
TU	0.70	0.90	0.86
UV	0.82	0.93	0.89
WMC	0.89	0.94	0.87

In addition, this study conducted a correlation analysis to confirm a discriminant validity. Since the squares of root AVE value of the variables were more than other correlation values in the <Table 5>, discriminant validity of the variables was validated [12].

<Table 4> Factor Analysis Results

V	HU	IU	SA	TU	UV	WMC
HU1	0.87	0.37	0.51	0.37	0.44	0.40
HU2	0.86	0.36	0.47	0.32	0.44	0.46
HU3	0.72	0.23	0.42	0.24	0.31	0.28
HU4	0.83	0.32	0.43	0.30	0.37	0.39
IU1	0.23	0.89	0.62	0.39	0.70	0.35
IU2	0.47	0.85	0.52	0.43	0.60	0.38
SA1	0.51	0.63	0.95	0.58	0.73	0.55
SA2	0.48	0.64	0.94	0.58	0.70	0.53
SA3	0.58	0.59	0.92	0.57	0.69	0.52
TU1	0.23	0.43	0.52	0.80	0.49	0.44
TU2	0.33	0.41	0.49	0.86	0.41	0.57
TU3	0.33	0.28	0.43	0.82	0.32	0.54
TU4	0.38	0.44	0.58	0.87	0.49	0.53
UV1	0.44	0.66	0.68	0.47	0.90	0.43
UV2	0.45	0.68	0.69	0.47	0.90	0.45
UV3	0.42	0.72	0.68	0.48	0.93	0.50
WMC1	0.41	0.38	0.52	0.56	0.43	0.94
WMC2	0.47	0.41	0.55	0.60	0.52	0.95

<Table 5> Correlation Analysis

V	HV	IU	SA	SA	UV	WMC
HV	0.82*					
IU	0.39	0.87*				
SA	0.55	0.66	0.94*			
TU	0.38	0.48	0.61	0.83*		
UV	0.48	0.75	0.75	0.52	0.91*	
WMC	0.47	0.42	0.57	0.62	0.51	0.94*

※ * Squares of root AVE : diagonal values.

4.3 Empirical Results

This research conducted a PLS approach to comprehend the relationships among usage motive, purpose, satisfaction and word of mouth communication with regards to the family res-

restaurant websites. In this study, we adopted the bootstrap re-sampling method for testing research hypothesis.

〈Table 6〉 Empirical Results

Hypothesis	β	T-statistics	Results
[Hypothesis 1]	0.04	1.23	Reject
[Hypothesis 2]	0.17	3.57***	Accept
[Hypothesis 3]	0.73	29.70***	Accept
[Hypothesis 4]	0.45	11.05***	Accept
[Hypothesis 5]	0.48	13.63***	Accept
[Hypothesis 6]	0.38	9.60***	Accept
[Hypothesis 7]	0.57	16.90***	Accept

※ R Squares : IU = 0.57, SA = 0.56, TU = 0.29, WMC = 0.32.

※ *** p-value < 0.001.

※ Bootstrapping times : 500.

The empirical analysis result is as follows. First, the influence of the hedonic value on family restaurant websites usage for informational purposes and transactional purposes were as follows. The influence of the hedonic value on informational usage was $\beta = 0.04$, T-statistics = 1.23. Thus, this hypothesis didn't accept in this study. The influence of the hedonic value on transactional usage was $\beta = 0.17$, T-statistics = 3.57. Comparing these two results, the hedonic value had influence on transactional usage.

Second, the influence of the utilitarian value in informational usage of family restaurant websites and transactional usage of them were as follows. Above all, the influence of the utilitarian value on informational usage was $\beta = 0.73$, T-statistics = 29.70, while the influence of the utilitarian value on transactional usage was $\beta = 0.45$, T-statistics = 11.05. Comparing these two results, the utilitarian value had more influence on informational usage.

Third, examining the effect family restaurant websites usage has on satisfaction, information usage indicated $\beta = 0.48$, T-statistics = 13.63, which indicates significant influence on satisfaction of family restaurant websites usage. On the other hand, transactional usage indicated $\beta = 0.38$, T-statistics = 9.60, also significantly influencing satisfaction of family restaurant usage. In results, in terms of satisfaction, informational usage provided stronger influence.

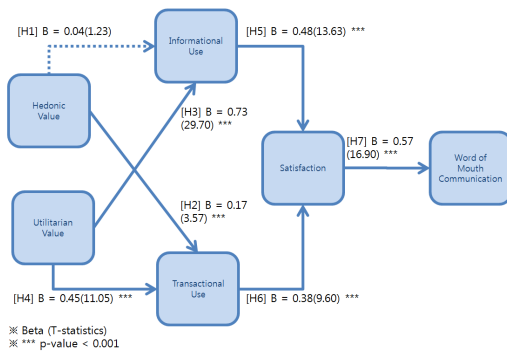
Forth, the hypothesis that satisfaction from using family restaurant websites affects word of mouth communication was upheld by $\beta = 0.57$, T-statistics = 16.90. Therefore, it can be concluded that satisfaction from using family restaurant websites eventually has marketing effects, by provoking word of mouth communication.

5. Implications and Future Studies

5.1 Discussions and Implications

This study conducted an analysis of the purpose of family restaurant website users. In e-commerce research, hedonic value and utilitarian value are important issues being studied by several researchers [3, 30]. The results of this study confirmed that utilitarian value had a significant influence on informational and transactional use of family restaurant websites. The results also confirmed that both transactional and informational use influenced satisfaction. The results supported all hypotheses suggested except for [H1] in [Figure 2]. The implications and significance of this research are as follows :

First, as for consumer use of websites, both the usage value and usage purpose had a sig-



[Figure 2] Empirical Results

nificant influence—at least in a statistical sense. Regarding informational use, it is affected by utilitarian value. However, hedonic value did not affect informational use. The reasons are as follows: First, the users of family restaurant websites use them for very simple information such as food prices and location. Therefore, most of this information can be easily obtained and users can be satisfied with the information obtained from websites. Future studies will need to conduct more detailed analyses of the characteristics according to usage level of information in family restaurants websites. Likewise, regarding transactional use of family restaurant websites, utilitarian value had a stronger statistic influence than hedonic value. Therefore, when planning website development and maintenance strategies considering web surfers and future customers, family restaurant service providers should focus on providing content that improves the convenience of offline family restaurant usage and facilitates family restaurant usage targeting consumers with utilitarian value, rather than focusing on constructing visually attractive websites with various images and videos of food.

Second, in examining the influence of website usage purposes on consumer satisfaction, both

informational use and transactional use had a significant influence on satisfaction. In particular, informational use had a stronger influence. Therefore, when it comes to operating family restaurant websites, service providers should attach significance to providing utilitarian services, although transactional services are important as well, and concentrate on enhancing strategies to provide a variety of information.

Third, the satisfaction that comes from family restaurant website usage significantly influences word-of-mouth communication. In other words, customers spread the word of the satisfaction they experienced to other people. Therefore, a strategic operation of family restaurant websites brings effects. Family restaurant service providers should acknowledge this marketing effect and develop diverse marketing strategies to improve the profitability of family restaurant business.

5.2 Limitations and Future Directions

This research has some limitations. The first limitation lies in the sampling process. This survey was completed by a total of 221 university students, but we did not take into account the ages of these students. Therefore, the empirical result has limitations. To overcome such limitations, future studies should be conducted on a wider consumer range with regard to family restaurant websites.

The second limitation of this research is the exemption of the personal inclination variable. The economic condition of consumers impacts their behavioral intentions, and hedonic and utilitarian value impact behavioral intention [1]. Thus, there are relationships between shopping value

and economic characteristics. In addition, the price factor is a considerable factor in planning a marketing strategy [13]. Likewise, in this study, economic characteristics impacted hedonic value and utilitarian value. Therefore, the economic characteristics of consumer e-shopping processes are the most important factor. Therefore, according to economic conditions, we need to perceive differences in informational use, satisfaction, and word-of-mouth communication. As a result, future studies should include an economic factor as a personal propensity variable.

Third, the final goal of operating a family restaurant website is to increase the usage of the family restaurant and create a positive economic outcome. In analyzing business performance, this study analyzed the relationships between family restaurant usage satisfaction and word-of-mouth communication. Therefore, this study has limitations regarding the relation between successful website operation and actual family restaurant business outcomes. Future studies on family restaurant website operation should enhance marketing and operation strategies on behalf of family restaurant service providers, focusing on the relation they have with creating actual outcomes in the family restaurant business.

Fourth, the interaction of websites is a very important factor in increasing user satisfaction in e-commerce areas [9] since the interaction has a direct impact on the restaurant's Internet business performance. However, in this study, we did not consider the role of the interaction between family restaurants users and their websites. Therefore, our study had some limitations in applying implication. Thus, future studies will need to consider the role of interaction on family restaurant websites.

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