

The Impact of Experience Value on Brand Image, Satisfaction, and Customer Loyalty in Context of Full-Service Restaurants: Moderating Effect of Gender

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ABSTRACT: This study performed to identify the relationships among experiential value, brand image, satisfaction and customer loyalty in context of full-service restaurant, and to find the moderating effect of gender on the formulated model. SPSS 18.0 and AMOS 18.0 were employed to conduct frequency analysis, reliability analysis, exploratory and confirmatory factor analysis, and multigroup analysis to examine moderating effect. Results confirmed the validity and reliability and found significant relationships among the constructs. First, two factors of experiential value (e.g., aesthetic and economic value) have positive influence on brand image, satisfaction, and brand image was significant predictor of customer satisfaction. Second, satisfaction was significant antecedent of attitudinal loyalty and the attitudinal loyalty has influence on behavioral loyalty. In addition, current study identified moderating effect of gender between playfulness and brand image even though there was no significant relationship between both constructs. These results will be meaningful for developing marketing strategies and successful business especially for full-service restaurants.

Keywords: Experiential Value, Brand Image, Customer Satisfaction, Customer Loyalty, Moderating Effect of Gender, Full-Service Restaurant

INTRODUCTION

In the foodservice industry, superior service quality is one of significant elements to survive full-service restaurant businesses, and excellent quality service is a key strategic factor in a fierce competition. Especially restaurant consumers have more and more demanded better levels of service, products and reasonable value for price. Therefore restaurateurs and marketers of full-service restaurants should make an effort to provide high quality service and foods to satisfy their customers and to achieve superiority than competitors. However, improving customers' overall experiences are not simple because visiting a restaurant is a daily life and restaurant experiences are not unique to modern people anymore. Therefore, people want more than just consumption of foods and services in the restaurant, and they keep looking for special and memorable service experiences (Kim, Choi & Lee, 2011; Walls, Okumus, Wang, & Kwun, 2011). Hence, full-service restaurant companies and managers must pay attention to the circumstance for improving customers' experiences and creating memorable experiences in their restaurants.

Experiential values relate to consumer perceptions of values

that were formed by experience (Choi & Lee, 2011; Keng & Ting, 2009). Particularly, consumer experiential values reflect various factors such as aesthetics, playfulness, service excellence, and customer ROI (return on investment) (Mathwick, Malhotra, & Rigdon, 2001). In addition, superior experience can influence on people's perception of brand, customer satisfaction and loyalty directly and significantly (Han & Ryu, 2009; Wu & Liang, 2009). In view of the intensified significance of experiential value in determining important outcome such as brand image, satisfaction, and loyalty, the restaurateurs need to recognize the significant effects of factors that are related to experience value and relationships between experience value and other critical elements. Namely, satisfied experience quality between a provider and its customers will make positive brand image as well as revisit intention (Hyun, 2010). Understanding of relationships among customer experience value, brand image, satisfaction and loyalty is significant fundamental to achieving long-term marketing success.

Numerous scholars have identified that gender could influence people behaviors in various sectors (Driskell, Meckna, & Scales, 2006; Kwun, 2011). In context of restaurant, gender difference

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has been considered one of important personal characteristics to better understand customer behavior and to develop marketing strategic as well (Han & Ryu, 2006; Mittal & Kamakura, 2001). Although the gender difference has an effect on consumer behavior, the comprehending of the influence of gender on the formulated relationships among experience value, brand image, satisfaction, and loyalty for full-service restaurants is relatively deficient in both academia and industry. Therefore, better understanding of the potential influence of gender difference on the formulated model and customer loyalty in full-service restaurants is needed.

Current study concentrates on the three sub-dimensions of experiential values: aesthetics, playfulness, and economic value. More specifically, priority concern of this study is to identify how the sub-dimensions of experiential value are related to the brand image, satisfaction, and customer loyalty and role of gender in influencing the relationships in context of full-service restaurants. Namely, present study proposes a conceptual model to clarify the effect of experiential values on brand image, satisfaction, and loyalty. Therefore, the purposes of current study are to identify: (1) the effects of aesthetics, playfulness, and economic value on brand image, and satisfaction, (2) the effect of brand image on satisfaction and loyalty, and (3) the moderating role of gender in the formulated model.

LITERATURE REVIEWS

Experiential Value

Badenoch *et al.* (1994) defined that the unit of experience value is formed by personal viewpoint through individual experiences which were developed by any characteristics of products. Modern people carefully consider the value when they choose any service or products based on experience, so that experience value has been regarded as an important factor in their consumption (Keng *et al.*, 2007).

In academia, prior literature in marketing sector also emphasize the significant role of service experience and propose that service suppliers need to encourage people to participate in the service experiences along with creating various attractive factors such as environment for fun, entertainment, and excitement (Mathwick *et al.*, 2001). Even though diverse measures of perceived value related to service or products exist, the concept has been commonly explained through trade-off between benefit and sacrifice in prior studies (Zeithaml, 1988). In addition, uni-dimensional approach is effective and simple, but it cannot cover all nature of the value concept. Therefore, several researcher suggested a multi-dimensional construct to estimate the comprehensive concept of value and they insisted multi-dimensional measurements is better than uni-dimensional to understand consumers' perception when they buy a product or service in diverse consumptions situation (Mathwick *et al.*, 2001; Sweeney & Soutar, 2001). In other words, integrative approaching is critical method to comprehend the value concept, because a certain type of value is related to other types of value and it cannot exist independently (Mathwick *et al.*, 2001).

In 1994, Holbrook broadened the traditional concept of experiential value by including three pairs of dimensions: extrinsic

or intrinsic value, self or other orientation, and active or reactive. Specifically, eight consumer values: aesthetics, spirituality, efficiency, morality, excellence, play, self-esteem, and politics, included in the three pairs of dimensions framework. Mathwick *et al.* (2001) also created an scale for experimental value (EVS) by using the four self-oriented value dimensions: excellence, aesthetics, play, and efficiency, in context of retail business. In the studies of foodservice sector, previous scholars employed the concept of experience value to verify interactions between experience and customers' satisfaction or behaviors. For example, Choi and Lee (2011) employed three dimensions of coffee shop consumers' experience value (i.e. hedonic, functional, and economic value), and identified the relationships among experience value, brand attitude, and loyalty. In addition, Lee and Jang (2013) used three factors (i.e. order of profitability of investment, service excellence, and level of enjoyment) to estimate experience value of food-service company consumers and confirmed the connections between experience value and behavior intention.

In general, experiential value is strongly related interactions involving either direct or indirect evaluation of services or products. The interactions provide the important foundation for personal preferences (Mathwick *et al.*, 2001). Therefore, current study employed three dimensions (i.e. aesthetics, playfulness, and economic value) to measure the experience value based on previous literatures.

Brand Image

Brand image has been recognized as a vital notion in various sectors including consumer behavior research because it can significantly influence on dependent variables such as consumers' subjective perceptions, perceived value, satisfaction, and loyalty (Dobni & Zinkhan, 1990; Kim & Kim, 2004; Verhoef *et al.*, 2009). Dobni and Zinkhan (1990) defined the brand image as "a subjective and perceptual phenomenon that is formed through consumer interpretation, whether reasoned or emotional" (p118). In similar vein, Keller (1993) described brand image as a set of perceptions that were formed brand associations. Although the definition of brand image has conceptual ambiguity, brand image has an effect on marketing activities because it is closely related on customers' behaviors or characteristics (Dobni & Zinkhan, 1990). Therefore, brand image plays a significant role because brand image is formed by visible or tangible factors in food-service businesses. Hence, many companies are making an effort to create positive attitudes toward services prior to purchasing by various advertisement and promotion events (Kim & Kim, 2004). Based on these prior studies, present study considers brand image as attitude, emotions, or thinking of consumers as perceived by full-service dining restaurants.

Customer Satisfaction

As one of the most significant elements influencing peoples' future behavior, satisfaction has identified extensive research as an organizational goal, especially in the highly competitive food-service industry. In 1991, Westbrook and Oliver reported that satisfaction is a comparison of the level of service or product performance, quality, or other outcomes perceived by the customers with an estimative criterion. Lewin (1983) provided the

foundational concept of satisfaction by using expectancy-disconfirmation model. The model shows that customers will be satisfied when perceived performance exceed the consumers' expectations. On the other hand, a negative disconfirmation leads to consumers' dissatisfaction if perceived performance couldn't exceed the customers' expectations (Oliver, 1980). Customer satisfaction will be affected by various reasons when they evaluate any product or service. Therefore, previous researcher suggested that estimation of satisfaction involves affective and cognitive aspects because people's emotion is an critical part of human motivation and it is closely linked to judgments of satisfaction (Hellier *et al.*, 2003; Westbrook, 1987; Westbrook & Oliver, 1991). For instance, Westbrook (1987) reported that incorporation of emotional side leads to estimations of satisfaction beyond expectancy disconfirmation beliefs. Hence, comprehending both aspects of satisfaction can contribute to provide or design appropriate services that meet to consumers' demands (Ha & Jang, 2010). In current study, consequently, customer satisfaction refers to affective estimation of service quality as well as cognitive aspects occurred from experiences.

Customer Loyalty

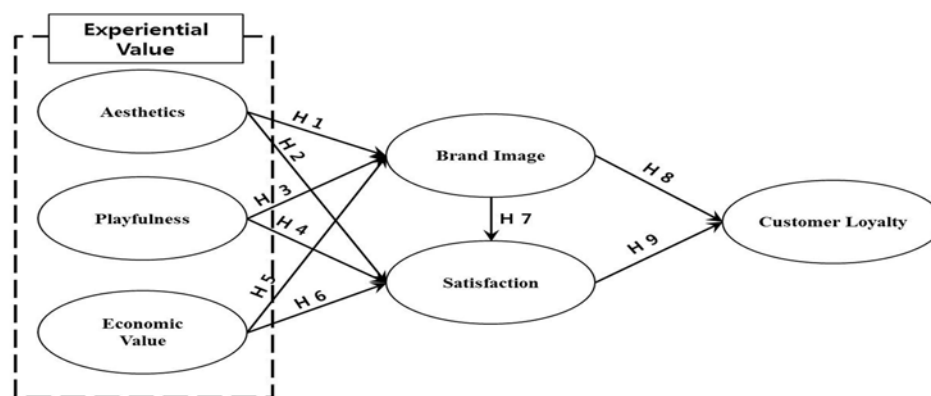
Customer loyalty has been identified as an important factor for creating a sustainable competitive benefit for any business (Dick & Basu, 1994). Therefore, customer loyalty is a central element for a company's long-term success advantage in marketing industry. In 2010, Oliver defined the concept of loyalty as a deeply held commitment to re-buy or repatronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior (p. 432). Customer loyalty was estimated by assessing behavioral and attitudinal aspects in previous studies (Dick & Basu, 1994; Jacoby & Chestnut, 1978). The behavioral refers to some patronage behaviors such as repurchase or revisit, but the attitudinal loyalty relates to psychological devotion toward company's brand or service (Dick & Basu, 1994). Although prior scholars claim that behavioral approaches are insufficient for understanding the mechanics of loyalty's development and suggested elaboration of both loyalties is necessary, the attitudinal approach has received much attention in measuring the level of customer loyalty in the hospitality industry recently (Han & Ryu,

2009; Schall, 2003). Compared to other business, hospitality businesses more closely relate to emotional commitment and attitudinal aspect of products or services (Schall, 2003). Namely, just frequency of visiting would not indicate the only represented of consumers' loyalties. Therefore, this study employs the attitudinal concepts to estimate full-service restaurant customers' loyalty.

Gender Difference

In consumer behavior research, gender differences have been identified significant element influencing customer assessing decision. For instance, Homburg and Giering (2001) reported that the influence of satisfaction with sale process on repurchase behavior by gender differences in automobile industry. The results reported that satisfied female consumers have stronger tendency to repurchase products than male customers. In addition, Rocha, Hammond, and Hawkins (2005) identified that females were more sensitive to visible factors and quality of product than male consumers in retailing industry. In a similar vein, the influence of gender differences on consumer experience has been to the fore in hospitality sector to better comprehend differences in consumption behaviors. For example, Mattila (2000) found that gender differences are significantly related to consumers' behaviors in hotel and restaurant settings. In addition, Han and Ryu's (2006) reported that satisfied female visitors had stronger plan to revisit the same restaurant than male, so that the study demonstrated dining experience could be influenced by gender differences. Recently, Kwun (2011) showed that service quality has effect on attitude formation process only female students in the context of university foodservice sector. Different gender groups may evaluate experiential factors in differing ways, and it may effect on perception of brand image, satisfaction, and loyalty.

Consequently, this study has been conducted to demonstrate the relationships among experiential values (aesthetics, playfulness, and economic value), customers' satisfaction, and customer loyalty as perceived by full-service restaurant consumers. Thus, we formulated the hypothesis to identify relationships among the variables and to demonstrate the moderating effect of gender on the formulated model Fig. 1.



H 10: Male vs. Female

Fig. 1. Conceptual model.

METHOD

Survey Design

A pilot test and developed survey were employed to estimate the major constructs: experiential value, brand image, satisfaction and customer loyalty based on previous studies, and 7-point Likert-type scale was used for current study. To assess the experiential values adapts and modifies nine items from Mathwick *et al.* (2001) and Wu and Liang (2009). To identifies customer satisfaction regarding the dining experience at a full-service restaurant with three items being slight modifications from Hellier *et al.* (2003) and Oliver (1980). In terms of the brand image, three items are adaptations from Kim and Kim (2004) study and were slightly modified to fit the full-service restaurant sector. The customer loyalty was measured from Zeithaml, Berry, and Parasuraman (1996) study. The final section of the survey accumulates participants' personal information.

Data Collection

For the hypotheses test, an online survey was conducted. Developed survey has distributed to full-service restaurant customers in the United States through system of an online survey company. From survey respondents, total 628 customers participated in the survey. Out of the 628 participants, 30 respondents have missing values so it was excluded for analyzing and additional 42 participants were disqualified since last visits to a full-service restaurant was more than one month earlier. Last, 25 respondents were excluded via checking the multivariate and univariate outliers. Therefore, total 531 questionnaires have been used for current study testing after removing those inappropriate respondents. In addition, two screening questions "how long have you been a customer of this restaurant?" and "when was your most recent visit to this restaurant?" were used to ensure the validity of the data.

RESULTS

Sample Characteristics

The sample ($n=531$) in the analysis was 48.0% male ($n=255$) and 52% was female ($n=276$). In terms of the ethnicity, Caucasian (White) was 88.8% of the participants, followed by Asian (4.9%), African American (3.2%), and Hispanic (2.3 %). For the main reasons for dining out were social occasion (29.1%), quick meal/convenience (27.4%) followed by celebration (6.4%) and business occasion (2.8%). Lastly, the largest group reported an income over \$100,000 (32.9%) and the participants were fairly distributed to three groups reporting an income between US \$55,000~\$69,999 (17.5%), US \$70,000~\$84,999 (18.2%), and US \$85,000~\$99,999 (18.0%).

Measurement Model

A confirmatory factor analysis was performed to confirm reliability and validity for the structural equation model analyses (Anderson & Gerbing, 1988). Calculation of composite reliability demonstrated the measurement's reliability and average variance extracted (AVE) was used to verify the convergent validity and discriminate validity. Structural equation modeling (SEM) tested

overall model fit and tested hypotheses after checking the measurement model. Last, to identify the moderating effect of gender, constrained model and unconstrained model were compared to verify moderating effect via Chi-square differences.

As shown in Table 1, the factor loading for the items are equal to or greater than 0.78 ($p<.001$) and all indicators loaded on the proposed constructs and proper internal consistency of the all items was verified via calculating composite reliabilities. In addition, Average variance extracted (AVE) is greater than the criterion (0.50) for all constructs (Bagozzi & Yi, 1988). Based on these results, proposed model ensure proper convergent validity of the items (Fornell & Larcker, 1981). Furthermore, discriminant validity was confirmed between all the pairs of the constructs by comparing scores of each squared correlation and AVE score (Fornell & Larcker, 1981). The reliability of each construct was above the suggested value of .70 (Hair *et al.*, 2006). At last, results of the confirmatory measurement models confirmed the soundness of measurement properties ($\chi^2=482.806$, $d.f.=120$, $p<0.001$; normed fit index(NFI)=0.952; Tucker Lewis Index(TLI)=0.954; comparative fit index(CFI)=0.964; and root mean square error of approximation(RMSEA)=0.075).

Structural Equation Modeling

The combined model shows an appropriate model fit to the data in the full-service restaurant sector ($\chi^2=499.507$, $d.f.=123$, $p<0.001$; normed fit index (NFI)=0.951; Tucker Lewis Index (TLI)=0.953; comparative fit index (CFI)=0.962; and root mean square error of approximation (RMSEA)=0.076). Table 3 identifies the all hypothesized path coefficients in the formulated model and Fig. 2 visualized the paths. All the path coefficients in the model were confirmed. Hence, empirical support accumulates to all the hypotheses except for three paths between brand image and loyalty and relationships among playfulness, brand image, and satisfaction. Namely, although two factors of experiential value (e.g., aesthetics and economic value) in a customer's full-service dining experience significantly affects brand image and satisfaction, playfulness did not. Furthermore, brand image significantly influences on satisfaction, and satisfaction was significant predictor of customer loyalty.

The results of structural equation model confirmed that two factors (aesthetics and economic value) of experiential value significantly influenced on brand image (Hypothesis 1: $\beta=.48$; $t=8.35$; Hypothesis 3: $\beta=.31$; $t=4.32$) and satisfaction (Hypothesis 2: $\beta=.69$; $t=14.77$; Hypothesis 4: $\beta=.12$; $t=2.35$), as were the proposed effects of brand image on satisfaction (Hypothesis 7: $\beta=.18$; $t=4.64$). However, playfulness has a negative effect on brand image (Hypothesis 5: $\beta=-0.09$; $t=-1.45$) and satisfaction (Hypothesis 6: $\beta=-0.04$; $t=-1.02$). Among the three constructs of experiential value, economic value has the strongest effect on brand image as well as satisfaction. In addition, the result demonstrated that satisfaction lead to customer loyalty (Hypothesis 9: $\beta=0.88$; $t=24.47$). Overall, this study shows significant support for the notion that experiential value, as perceived by full-service restaurant consumers, positively affected their perceptions of brand image and satisfaction. In addition, the result of relationships between satisfaction and loyalty demonstrated that satisfied customers are willing to recommend the restaurant or revisit in

Table 1. Measurement items and loadings

Constructs and scale items	Standardized-loading ^a
Aesthetics	
The furnishing of the restaurant are aesthetically appealing.	0.877
The atmosphere of the restaurant is wonderful.	0.926
Employees in this restaurant appear neat and clean.	0.820
Playfulness	
Dining in this restaurant makes me feel like being in another world.	0.867
Dining in this restaurant released me from reality and helps me truly enjoy myself.	0.909
I get so involved when I dine at this restaurant that I forget everything else.	0.877
Economic value	
The menus in this restaurant are a good value.	0.844
The restaurant offers such good service that it is worth its price.	0.876
The prices at this restaurant are acceptable.	0.883
Brand Image	
The brand of this restaurant is well-known to me.	0.862
The brand of this restaurant has a fashionable and trendy image.	0.788
The brand of this restaurant has a reputation for quality.	0.922
Satisfaction	
All things considered, I feel good about my decision to dine out at this restaurant.	0.934
Overall, I am satisfied with this restaurant.	0.921
Considering all my experiences with this restaurant, my choice to dine out at this restaurant was a wise one.	0.948
Customer loyalty	
I would like to come back to this restaurant in the future.	0.935
I consider this restaurant my first choice as compared to other restaurants.	0.923
I intend to keep dining out at this restaurant.	0.943

^a. All factor loadings are significant ($p < .001$).

Table 2. Confirmatory factor analysis and discriminant validity

	AVE	AE	PF	EV	BI	SA	CL
AE	0.76	0.76 ^a					
PF	0.78	0.52	0.78				
EV	0.75	0.45	0.25	0.75			
BI	0.74	0.32	0.14	0.41	0.74		
SA	0.87	0.41	0.20	0.74	0.46	0.87	
CL	0.87	0.44	0.20	0.66	0.41	0.83	0.87
$\chi^2=482.806$, $d.f.=120$, $IFI=0.964$, $TLI=0.954$, $CFI=0.964$, $RMSEA=0.75$							

Note. AE=aesthetics; PF=playfulness; EC=economic value; BI=brand image; SA=satisfaction; CL=customer loyalty; AVE=average variance extracted; IFI=incremental fit index; TLI=Tucker-Lewis index; CFI=comparative fit index; RMSEA=root mean square error of approximation.

^a. composite reliabilities are along the diagonal; ^b. squared correlations are below the diagonal.

the future.

Moderating Effects

To identify the moderating effect of gender among formulated model, each of path coefficients of two models (constrained model versus unconstrained model) has been compared. The difference of chi-square values between constrained model and unconstrained model used one degree of freedom (Table 4). Although the result of moderating effect shows that the relationship between playfulness and brand image has moderating effect of gender, the playfulness was not significant predictor of brand image on the formulated model. In other words, significant

differences in the chi-square statistic appear for one of the nine individual paths: playfulness → brand image ($\Delta\chi^2=6.035$, $\Delta d.f.=1$, $p < 0.05$), but current study could not demonstrate the moderating effect according to gender differences. Therefore, Hypothesis 10 gains nonsupport.

CONCLUSION

Current study contributes to improve academically bridge by considering experiential values which are important concept to explain relationships among brand image and customer loyalty

Table 3. Structural parameter estimates

Hypothesized path	Coefficient	t-value	Results
Hypothesis 1: Aesthetics → Brand image	0.311	4.319***	Supported
Hypothesis 2: Aesthetics → Satisfaction	0.119	2.353*	Supported
Hypothesis 3: Playfulness → Brand image	-0.085	-1.446	Not supported
Hypothesis 4: Playfulness → Satisfaction	-0.041	0.309	Not supported
Hypothesis 5: Economic value → Brand image	0.478	8.349***	Supported
Hypothesis 6: Economic value → Satisfaction	0.694	14.774***	Supported
Hypothesis 7: Brand image → Satisfaction	0.177	4.638***	Supported
Hypothesis 8: Brand image → Customer loyalty	0.053	1.596	Not supported
Hypothesis 9: Satisfaction → Customer loyalty	0.879	24.468***	Supported

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

$\chi^2 = 499.507$, $d.f. = 123$, $IFI = 0.963$, $TLI = 0.953$, $CFI = 0.962$, $RMSEA = 0.076$.

Table 4. Result of moderating effect

Hypothesized path	Unconstrained $\Delta \chi^2$ ($d.f. = 246$)	Constrained $\Delta \chi^2$ ($d.f. = 247$)	$\Delta \chi^2$
Hypothesis 1: Aesthetics → Brand image	675.644	677.141	1.497
Hypothesis 2: Aesthetics → Satisfaction	675.644	676.365	0.333
Hypothesis 3: Playfulness → Brand image	675.644	681.679	6.035*
Hypothesis 4: Playfulness → Satisfaction	675.644	675.984	0.340
Hypothesis 5: Economic value → Brand image	675.644	675.650	0.006
Hypothesis 6: Economic value → Satisfaction	675.644	675.925	0.281
Hypothesis 7: Brand image → Satisfaction	675.644	676.224	0.581
Hypothesis 8: Brand image → Customer loyalty	675.644	676.598	0.954
Hypothesis 9: Satisfaction → Customer loyalty	675.644	676.892	1.248

Note. * $p < .05$, ** $p < .01$.

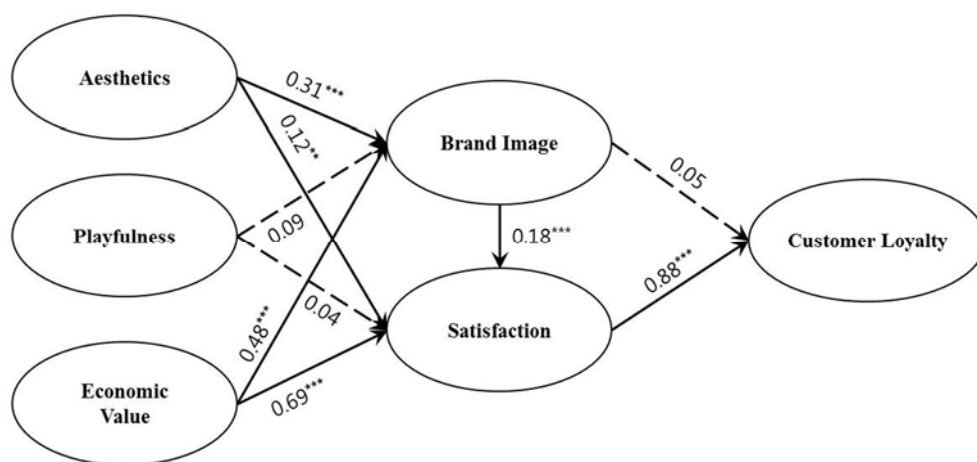


Fig. 2. Result of structural equation modeling.

especially in full-service restaurant sector. Specifically, this study identified that aesthetics and economic value are important predictors of brand image and satisfaction, and brand image proved to have a significant effect on satisfaction. The results show that some aesthetic factors and economic value (e.g., money, time) tend to improve consumers' positive brand image of the restaurants and level of satisfaction. However, playfulness that is one of the experiential value factors was not significant

predictor of brand image and satisfaction in this study. In other words, perceived feeling of playfulness does not contribute to develop brand and satisfaction among full-service restaurant consumers. Hence, positive experiential values derived from recognitions of aesthetics, economic value are significant for a full-service restaurant by improving and maintaining positive brand image and satisfaction along with good relationships with consumers. In addition, brand image was significant predictor of

customer satisfaction and satisfaction was important antecedent of customers' loyalty in this study. Namely, if a consumer felt positive experience in a full-service restaurant, it will significantly contribute to build positive brand image, and the consumer will be satisfied with the full-service restaurant. Based on these results, this study identified that customers want to experience not only good foods but also some special experiences, and consumers want to enjoy various entertaining when they visit a full-service restaurant. If restaurants try to provide differentiated entertainment service by changing atmosphere, music, and so on, therefore, it will contribute to improve general experience value and positive brand image as well as customer satisfaction. Furthermore, economic value has been also identified significant factors for building positive brand image and satisfaction. Namely, restaurants need to serve their products or services at reasonable prices to lure current customers and future customers. Consequently, restaurant managers or marketers should make an effort to improve this experiential value because it can significantly effect on customers' perception about brand and satisfaction.

Another important founding of current study is moderating effect of gender. The results identify that gender moderated the relationship between playfulness and brand image even though the playfulness was not significant predictor of brand image. More specifically, male consumers consider the playfulness elements in the full-service restaurant as an important factor for evaluating experiential value, but female consumers did not. This finding suggests that restaurant managers need to consider gender differentiation when they consider the playfulness to enhance experiential value in their restaurants. One suggestion is that restaurateurs need to establish restaurant's atmosphere by considering both gender. If a restaurant consider gender difference and provide separated space for creating differentiated atmosphere to make female and male consumers feel like being in another world, it will help to increase customers' restaurant experiences. For example, restaurants can serve diverse game facilities such as billiard table for male consumers, and they can establish separated room including soft light, aroma, or romantic music to create special dining experience for female consumers. Therefore, restaurateur should consider various elements including gender differences to increase dining experience, brand image, satisfaction and customer loyalty, and the efforts will be a significant strategic to success their business among competitors.

As with all research, limitations exist in current study. First, this study conducted based on survey through web and participant responded the questions according to their full-service restaurant experiences. Therefore, the time-gap could be existed between dining at the restaurant and performing the survey, and it can influence on people's inaccurate evaluations. In addition, the relationship among the factors of current study might show different results in different restaurant sectors because this study only focused on full-service restaurant. Furthermore, present study couldn't demonstrate the moderating effect of gender on the formulated model. Therefore, future studies need to consider different factors to find meaningful moderating effect in context of various restaurant segments.

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