



**Assessing e-services as an e-marketing strategy for restaurants in
Thailand : A Case Study of Phuket, Bangkok and Chiang Mai.**

Alvaro Daniel Villota

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Thesis Title Assessing e-services as an e-marketing strategy for restaurants in Thailand: A
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ABSTRACT

The development of new technology has revolutionized the way in which industries work. E-commerce has enabled foodservice systems to be developed and the study seeks to understand how Information and Communication Technology (ICT) has influenced the way customers and businesses in the food industry behave in the process of purchasing, selling the products and the e-services offered by restaurants. However, no previous research has been conducted on the use of e-services by restaurants in Thailand. Such research could help restaurants improve their service and enhance the business customer relationship.

The aim of this research was to identify the main challenges for e-services as strategy for restaurants and the understanding of the customers' behavior in Thailand. The objectives of this research are: (1) Evaluate the current situation of the e-services offered by restaurants in Thailand; (2) analyze the demand for orders and booking restaurants through internet; (3) investigate the challenges for developing e-service strategies for restaurants in Thailand; (4) propose alternatives for applying new e-service strategies for restaurants in Thailand.

Both qualitative and quantitative methods were applied for data collection in Bangkok, Phuket and Chiang Mai. Online questionnaire was used to collect data from actual and potential user of the service, regarding it's of reliability, control, service oriented and convenience. A total of 331 were collected through the internet, and analyzed with SPSS (Statistical Package for the Social Sciences) (Statistical Package for Social Sciences) version 17.00 computer software. Content analysis was used to group and summarize major topics extracted from the 14 interviews conducted with managers of restaurants that have being using these outsource services as well as 2 interviews with the managers of the web sites that provide the service. The interview topics

included questions related to current and future target markets with different marketing strategies, channel distribution, positioning, main competitors, and threats on restaurant e-services in Thailand.

Respondents' preference for services through internet and telephone were compared. The respondents agree that it would be easier and more convenient to use internet rather than telephone. For booking tables, online services were strongly preferred and considered to be more accurate. The findings clearly showed that the target population is mainly among 21 to 50 years old, consistent with what web site managers said in the interviews.

E-commerce is not so popular in Thailand; however, the new generations are using more often the services on internet, giving e-commerce and e-services a good prospect for developing the business. Still at the moment the industry shows that the market is using the telephone method rather than the internet.

Based on the findings Thai people are willing to use e-services, however it will take some years until these applications become more familiar to them. The trend of users is going towards the use of technologies and adding value to the customers. Limitation for having a bigger market for the web site providers is that the web sites are in English and does not offer the option in Thai, this is a high barrier for capturing the Thai market. Other limitations are that Thai are not 100% comfortable with the use of the internet for these services, reputation and credibility of the web pages, technologies development and the difficulties to be updated, the lack of use of customer data base. Also as one of the main problems, that the web sites are facing is the window time for the delivery. Process for delivery and booking systems are suggested for optimizing the time of the delivery after the order has being placed or confirmation of tables that have been booked.

Key words: Information and communication technologies, e-commerce, e-service, Thailand.

ชื่อวิทยานิพนธ์ การประเมิน e-services ของกลยุทธ์ e-marketing สำหรับร้านอาหารในประเทศไทย : กรณีศึกษาจังหวัดภูเก็ต กรุงเทพฯ และเชียงใหม่

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บทคัดย่อ

การพัฒนาของเทคโนโลยีใหม่ได้ปฏิวัติวิธีการการทำงานในภาคอุตสาหกรรม โดยมีการใช้ระบบ e commerce เพื่อพัฒนาระบบการให้บริการอาหาร และมีการศึกษาเกี่ยวกับเทคโนโลยีสารสนเทศและการสื่อสาร (ICT) มีผลต่อวิธีบริการลูกค้าและใช้เทคโนโลยีดังกล่าวในการพัฒนาธุรกิจอุตสาหกรรมอาหาร เช่นขั้นตอนการจัดซื้อ , การขายสินค้าและบริการ ที่ร้านอาหารที่นำเสนอโดยช่องทาง e-service ผู้วิจัยพบว่าก่อนหน้านี้ไม่มีการศึกษาหรือวิจัยด้านบริการ e-service ในร้านอาหารในประเทศไทยมาก่อน ผู้วิจัยจึงคาดหวังว่า ข้อมูลจากวิทยานิพนธ์นี้จะเป็นประโยชน์ในการปรับปรุงการบริการร้านอาหารและเสริมสร้างความสัมพันธ์กับลูกค้าธุรกิจการให้บริการอาหารได้

เป้าหมายของการวิจัยครั้งนี้มีการระบุความท้าทายหลักสำหรับบริการ e-service กลยุทธ์สำหรับร้านอาหารและความเข้าใจในพฤติกรรมของลูกค้าในประเทศไทย โดยมีวัตถุประสงค์ของการวิจัยคือ (1) การประเมินสถานการณ์ปัจจุบันของการให้บริการที่นำเสนอโดย e-service ร้านอาหารในประเทศไทย (2) การวิเคราะห์ความต้องการสำหรับคำสั่งซื้อและร้านอาหารจองห้องพักผ่านอินเทอร์เน็ต (3) การตรวจสอบแนวโน้มในการพัฒนากลยุทธ์การบริการ e service สำหรับร้านอาหารในประเทศไทย (4) เสนอทางเลือกใหม่สำหรับการใช้กลยุทธ์การบริการ e-service สำหรับร้านอาหารในประเทศไทย

กระบวนการเก็บข้อมูล เป็นเชิงคุณภาพและเชิงปริมาณ โดยแหล่งข้อมูลจากกรุงเทพมหานคร, ภูเก็ตและเชียงใหม่ ข้อมูลเชิงปริมาณ ผู้วิจัยเลือกใช้แบบสอบถามออนไลน์ในการเก็บรวบรวมข้อมูลจากผู้ให้บริการจริงซึ่งมีศักยภาพในการให้บริการข้อมูล มีความน่าเชื่อถือ , การควบคุมการให้ข้อมูลได้ และมีความสะดวกสบายในการตอบแบบสอบถาม โดยมีผู้ตอบแบบสอบถามดังกล่าวผ่านทางอินเทอร์เน็ต 331 ราย จากนั้นวิเคราะห์ข้อมูลด้วยโปรแกรม SPSS รุ่น 17.00 ในการสรุป ส่วนข้อมูลเชิงคุณภาพได้จากการสัมภาษณ์ผู้จัดการของร้านอาหารที่มีการให้บริการ e-service จากหน่วยงานภายนอกหรือ Outsource จำนวน 14 ราย และ การสัมภาษณ์ผู้จัดการของเว็บไซต์ที่ให้บริการ e-service จำนวน 2 ราย โดยหัวข้อในการสัมภาษณ์ เป็นลักษณะคำถาม

เปิดเกี่ยวกับการตลาดในปัจจุบันและอนาคต การกำหนดเป้าหมายกับกลยุทธ์ทางการตลาดที่แตกต่างกันช่องทางการจัดจำหน่าย , ตำแหน่ง , คู่แข่งหลักและอุปสรรคในการบริการร้านอาหารในรูปแบบ e-service ในประเทศไทย

จากแบบสอบถามและการสัมภาษณ์พบว่า มีการเปรียบเทียบการให้บริการของธุรกิจด้านอาหาร ระหว่างการใช้โทรศัพท์และอินเทอร์เน็ต ผู้ตอบแบบสอบถามยอมรับว่าการใช้อินเทอร์เน็ตมีความง่ายและสะดวกกว่าที่จะใช้มากกว่าโทรศัพท์ สำหรับตารางการจองโต๊ะ และมีความต้องการการบริการออนไลน์มากขึ้น ผลการวิจัยที่ชัดเจนพบว่ากลุ่มเป้าหมายเป็นส่วนใหญ่ในกลุ่ม 21-50 ปี ซึ่งสอดคล้องกับข้อมูลจากการสัมภาษณ์ผู้บริหารเว็บไซต์

ในประเทศไทย e-commerce ยังไม่ได้รับความนิยมมาก แต่คนรุ่นใหม่มีการใช้บริการบนอินเทอร์เน็ตบอยขึ้นส่งผลให้เป็นโอกาสที่ดีให้ปรับใช้กลยุทธ์ e-commerce และบริการ e-service สำหรับการพัฒนาธุรกิจ กระนั้นยังผลการวิจัยพบว่าปัจจุบันการตลาดของอุตสาหกรรมบริการอาหารยังเห็นว่าการวิธีการโทรศัพท์ที่มีความคุ้นเคยมากกว่าการใช้อินเทอร์เน็ต

จากผลการวิจัยพบว่าคนไทยมีความยินดีที่จะใช้บริการ e-service แต่อาจจะใช้เวลาหลายปีในการสร้างความคุ้นเคยในการใช้งาน และมีแนวโน้มของการใช้เทคโนโลยีในการบริการและการเพิ่มมูลค่าสินค้าหรือบริการให้กับลูกค้า ส่วนข้อจำกัดใหญ่ในการตลาด คือผู้ให้บริการเว็บไซต์ที่มีการบริการออนไลน์ดังกล่าวมักเป็นเว็บไซต์ภาษาอังกฤษและไม่ได้มีตัวเลือกภาษาไทย ถือเป็นอุปสรรคสูงสำหรับการตลาดของประเทศไทย ข้อจำกัดอื่น ๆ คือประเทศไทยยังไม่ได้สะดวกสบาย 100% กับการใช้อินเทอร์เน็ตเพื่อการบริการเหล่านี้ , ชื่อเสียงและความน่าเชื่อถือของหน้าเว็บ , การพัฒนาเทคโนโลยีและความยากลำบากให้มีการปรับปรุง รวมถึงการขาดการใช้ฐานข้อมูลของลูกค้า นอกจากนี้ปัญหาที่สำคัญอีกประการหนึ่งคือ การปรับบริการทางเว็บไซต์ให้สอดคล้องกับการประมาณเวลาสำหรับระบบการจัดส่งสินค้าและการจองโต๊ะ ซึ่งจำเป็นต้องมีการการปรับปรุงประสิทธิภาพของเวลาในการส่งสินค้าหลังจากสั่งซื้อสินค้าหรือการยืนยันการจอง

คำสำคัญ : เทคโนโลยีสารสนเทศและการสื่อสาร , e-commerce, บริการ e-service , Thailand

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CHAPTER 1

INTRODUCTION

1.1 Statement of the problem

During the last 10 years, technology has developed in a fast and significant way. The use of internet has become part of our personal and business life. The development of Information and Communication Technology (ICT) to satisfy the efficiency needs of customers, in order to make operations business faster and more effective, has caused the creation of useful tools on the Internet. The increasing importance of this technology in the 21st century is evident in the massive increase number of users. The innovation in application of new technology is seen in almost every aspect of business enterprise (Kamdampully, 2002).

By 2010 the purchase of Internet services and products has become very frequent among the users of the World Wide Web. As Lu and Lu (2004) mention, E-commerce helps build a direct relationship between customers and suppliers and makes it easier for both to obtain and create new packages or promotions by linking with several websites. This business model has unique characteristics and concept of market place that changes the usual way of transaction of time, geography and space. Connecting buyers with multiple online suppliers anywhere in the world, working 7 days a week, 24 hours a day (Shelly et al., 2008). Technology and its advances are shifting the way for doing business in every industry.

Usually in the Hospitality and Tourism industry there are bookings of hotel rooms, air tickets, car rental or tour packages. One of the pioneers of e-commerce in this area was Southwest Airlines which made it possible for travelers to book reservations on the internet and travel without a printed ticket by applying technological innovation (Chon and Sparrowe, 2000). The information that can be found on the internet is updated every minute so we can have firsthand information rather than the information which is outdated by the dates of publication as in book guides, magazines, brochures, etc. In some cases the advance in technology is causing other businesses like travel agencies and trip planners a decrease in their sales since the traveler can obtain the needed information (flights, hotels, car rental, etc.) from the internet (Chon and Sparrowe, 2000).

In the Food Industry, there are many categories and types of services that a restaurant can provide depending on quality of food, quality of service and many other factors. There are many restaurant web pages that give just general information and provide details such as price, cuisine, and location as well what to expect in terms of ambience and atmosphere (Xiang et al., 2006). Even though services through the internet are not so popular in some countries in Asia, these tools are used in other countries with great success.

Information and communication technologies employed by marketing and management systems, make service or product innovation easier, increasing profitability of the companies. However the motive for studies in this particular topic focused on restaurants is that even though, food industry is very well developed there are very few existing options that applies technology and service oriented for the food sector available in Thailand.

E-commerce and its market place is having an impact on the day to day of the peoples way of living, as mentioned before food industry is not the exception and developments with technology will make restaurants and consumers be in a close relation. Other reason for the research of this topic is that there is a huge amount of users of internet located in the region of Asia, with a very low penetration of them, meaning that there is a big opportunity to develop the market in Thailand.

This research will focus on a trend of online services for restaurants in Thailand, for ordering food and booking tables online as well as on how database information can be used and how restaurants can improve their services. The objective will be the analysis of alternatives on how to use e-services as marketing strategies for restaurants and e-commerce as a platform for online shopping. Finally, the goal of this research is to suggest an optimization the use of these competitive tools for restaurants in order to obtain the benefits of the new internet marketplace regardless of their size, location, menu or level of service of the restaurants.

1.2 Literature Review

This section reviews the origin of how computer technology and the use of internet in the hospitality, specially the food industry, has been affected with this revolutionary trend. Changes of technology and the massive increase of internet users have made business to adapt to this new market.

1.2.1 The development of ICT as a useful tool for marketing in the hospitality industry.

ICT was first used in the hospitality industry in the 1950's, when multinational hotel chains began experimenting and developing technology. The use of these systems initially had a high cost and needed specialists on the field. This made the use of technology to be applied in small and medium business difficult in all the departments of the hotels (O'Connor, 1999 cited by Kandampully 2002; Brotherton, 2002).

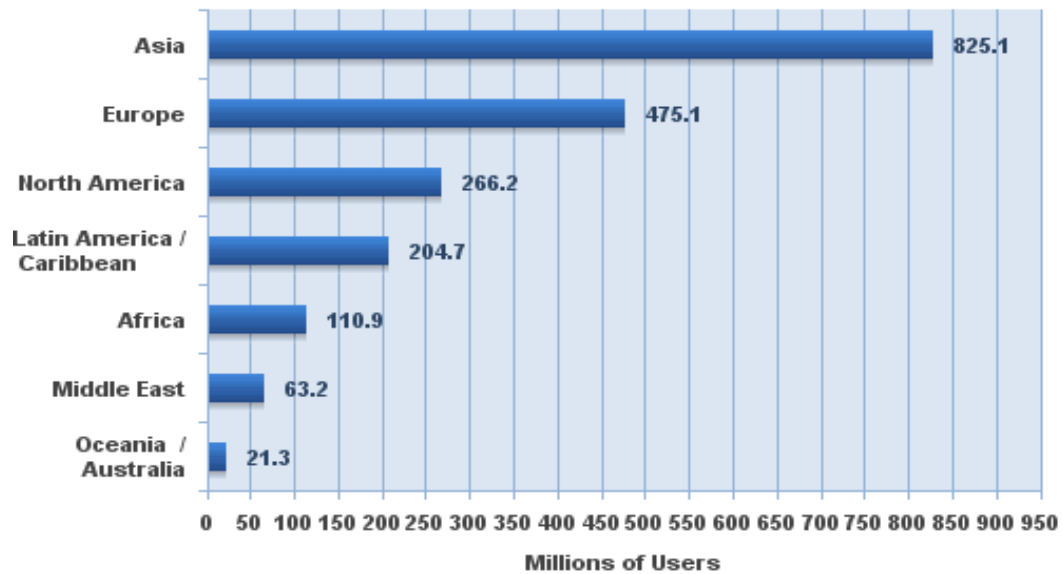
This fostered new challenges in discovering and using higher standards of service management programs, which gives a higher quality service while the customers are receiving the service.

The phenomenal growth in online customers has directly influenced in two directions, improving service, representing both business-to-business ("B2B") and business-to-customers ("B2C") making the organization operate faster for getting better results and keeping the loyalty of their customers (Wymbs, 2000 cited by Kamdampully, 2003).

Reduction of costs for operating these technology systems has been possible due to the drop of prices of hardware and software and making them more easy to use by companies. The increase in the use of personal computers, mobile devices and PDA which is helping considerably the exponential growth of internet users has made the chain of communication more efficient.

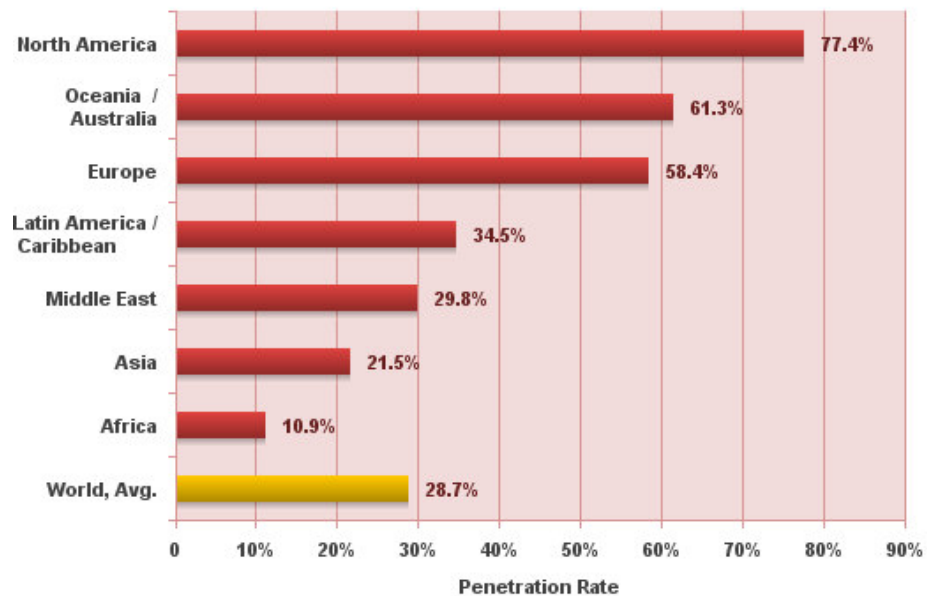
Figure 1.1 shows that in June 2010 there were 1.9 billion internet users. Asia region lead with 42% users, followed by Europe with 24.2% and North America and Latin America/Caribbean with 13.5 % and 10.4% respectively (<http://www.internetworldstats.com/stats.htm>).

Figure 1.1 Internet users in the world by geographic regions 2010



Source: Internet World Stats - www.internetworldstats.com/stats.htm
 Estimated Internet users are 1,966,514,816 on June 31, 2010
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Figure 1.2 World internet penetration rates by geographic regions 2010



Source: Internet World Stats - www.internetworldststs.com/stats.htm
 Penetration Rates are based on a world population of 6,845,609,960
 and 1,966,514,816 estimated Internet users on June 30, 2010.
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In Thailand in 2009, approximately 24% of Thais (about 16 million) are using the Internet. This compares with about 18% of Asia as a whole. Purpose of the use on internet are often others than commerce but the projection of e-commerce growth over the next 10 years are very significant (Alam and Chaipoopirutana, 2009).

The top 5 Reasons Stated by Thais Online for accessing the Internet are(The Nielsen Company, 2008 cited by Alam and Chaipoopirutana, 2009).

- 83% = to access email
- 37% = check instant messaging
- 31% = chat group
- 27% = search for a product
- 26% = social networking

The impact of technology, revolutionized the way in which industries work and has become a substitute for manpower in many areas. In the hospitality and the service industry this impact has helped to make a difference in improving the services in a faster and in a precise way (Kandampully, 2002). Internet technology has become an essential tool for businesses, reducing their cost for ordering, logistics, communications and coordination of activities of the companies.

Technological advances have facilitated the online purchasing making the process simple and faster. Information in ordering, tracking, promotions, and paying have become easier with online purchase. E-commerce has become a new channel of distribution. Many people who use the internet are getting more familiar with the technology of “purchasing online” and they are preferring to have less contact with others to avoid “human errors” that may occur during the process, such as double-booking and overlooked-bookings making a superior service easy to achieve with less errors than are usually made (Laudon & Laudon, 2004).

Developments of different types of applications in technology create the concept of “convergence”. This concept comes from the information on technology (i.e; computer hard ware, software, database, etc.), telecommunications and telephony (i.e; voice, data, cable and wireless networks, facsimile and answering devices), interactive multimedia content (i.e; text, voice, graphics, digital photos, sound and video), and broad cast media (i.e; radio and television). These convergence of technologies have made possible to obtain information at low costs, fast

accessibility, innumerable advantages of competitively, enabling to innovate traditional ways of service and operations that were done in the past (Connolly et al., 2005).

This distribution channel has the advantage of bringing buyers and sellers together into what has become known as a global “market-space”. The global market place made business improve their services for competing and having advantage among the other business that are in the market. Every organization, irregardless of its size and location, is now competing in this international marketplace. The food industry is also taking an active role with technological advances helping the communication between “B2B” and “B2C” (Brotherton, 2003).

In Brotherton’s (2003) concept of *one to one* marketing using technological developments, provides to the customer a personalized communication as well as differentiate each customer needs. Satisfying their specific what they are looking for and making communication more effective within the one emitting the communication and receptor. Also these new services and products have been created by businesses to give a better experience in the service the customers. The new internet delivering or booking process, is changing the nature of the service experience and adding more value to it (Lovelock and Wirtz, 2004).

The role of e-services as e-marketing strategies, is to give an advantage to all businesses by having their customers in a closer relationship. Developments on internet and software have created Customer Relationship Management (CRM) using the database information that has been stored, giving the business a competitive advantage, which when they are use online transactions are called Electronic Customer Relation Management (ECRM). The information was personalized with as much details as possible. In this way the business can use the information to give the customers a high quality service exceeding their expectations and their needs hence becoming an important task for hospitality and tourism businesses (Xiang et al., 2006).

One of the examples is the Ritz-Carlton hotel chain that utilizes technology to maintain on the world wide web the database of their customer’s preferences. Employees prepare all the relevant information gathered by the hotel, so they can provide a service with all the preferences of the customer. These relevant information are details such as a customer’s preferred newspaper, preferred food and beverage as well as a preferred table to dine or preferred name to be called, as Kamdampully (2002) reports.

1.2.2 E-commerce

Businesses on internet have been evolving with commerce on internet and will continue with this process, the same way technology evolves. E-commerce can be explained as a transaction using the internet by buying or selling goods or exchanging information related to products or services (Wolfgang and Galit, 2008), thus making commerce easy for customers and industries due to the instant access for the information and convenience, rather than going to a traditional brick and mortar shop. As Langer (2002) points, that the most important component for online customer is the accessibility, easiness and usage of a web page these 3 components are the most relevant factors for buyers

E-commerce in Thailand during the year 2007, had reported that sixty one percent of the online population have used the Internet to make a purchase as compared to 99% of Koreans and 97% of Japanese that have shopped online. Thai online shopping has had a considerable growth over the last two years influenced by special offers and the easiness to access internet. The majority of Thai's that purchase online, stick to the same web site every time they purchase or intend to having a high level of web site loyalty (Alam and Chaipoopirutana, 2009).

Thailand online preference of purchase during 2009 reveals the six categories that are the most relevant for Thais as follows(Alam and Chaipoopirutana, 2009). :

1. DVDs/games
2. Books
3. Computer hardware
4. Cosmetics/nutrition supplies
5. Airline tickets/reservations
6. Others like, clothing/accessories/shoes, tours/hotel reservations, computer software, etc.

As an example, traditional offline travel agents are being replaced by travel industry e-businesses such as Expedia.com, Travelocity.com and others. This new kind of commerce is leading to different types of intermediaries, where the information is organized on the basis of customers' needs. Another advantage is that the customers and businesses can compare prices with the competitors which help customers make their best decision. Some of the advantages are illustrated in Table 1.1

Table 1.1 Advantages for sellers and buyers on e-commerce

Advantages for sellers	Advantages for buyers
Increase sales opportunities	Wider product availability
Decrease cost	Customized and personalized information and buying options
24 hours a day, 7 days a week sales	24 hours a day, 7 days a week shopping
Access to narrow market segments	Easy comparison shopping
Access to global markets	Access to global markets
Increase speed and accuracy of information delivery	Quick delivery of digital products and information
Data collection and customers preference tracking	Access to rich media describing the products and services

Source: Napier et al., (2006)

However, as many advantages can be found for trading on internet, there are disadvantages as well, for both sellers and buyers related to privacy, security, vendor reliability, as shown in the table 1.2

Table 1.2 Disadvantages for sellers and buyers on e-commerce

Disadvantages for sellers	Disadvantages for buyers
Growing competition from other e-business	Difficulty differentiating among so many online sellers
Rapidly changing technologies	Unpredictable transaction security and privacy
Greater telecommunications capacity or bandwidth demands	Dealing with unfamiliar, possibility untrust-worthy, sellers
Difficulty to integrate existing business systems with e-business transactions	Inability to touch and feel products before buying them
Problem in maintaining e-business systems	Unfamiliar buying processes and concerns about vendor reliability
Global market issues: diverse languages, unknown political environments and currency conversion	Tax charges and logistical difficulties of product return

Source: Napier et al., (2006)

On the international scene, commerce has used the internet platform to spread the information about the goods or services that are offered to buyers. A significant contribution to this process has been the Web 2.0. Web 2.0, is the interaction of online viewers or shoppers that have or have had experience on a particular product or service and the opinion is expressed in blogs or forums. For the companies, this kind of participation could be an advantage or a disadvantage at the same time because this will depend on the perception and experience the customers has had. With the feedback that companies can gather from the Web 2.0 improvements can be made in service or products, including things as characteristics packaging, timeliness of delivery, responsiveness of the sellers , reliability among others (Ghose, 2008).

As mentioned before the Web 2.0 have help to other customers to read reviews about the experiences they had had on lodging, travel packages and dinning. Trip Advisor is an example of how the Web 2.0 interact, however this interaction can cause a positive image or negative of the company depending on the experience that the customer had.

The e-business model generates revenues through a variety of ways such as selling products and services, selling advertising spaces on the web sites, charging selling fees, charging a transaction fee or sales commission, generating fees from other e-business, and selling or renting technologies to other business (Shelly et al., 2008). All this ways of income helps the revenue keep high with low cost of operation, becoming one of the big contrast with the mort and brick business model.

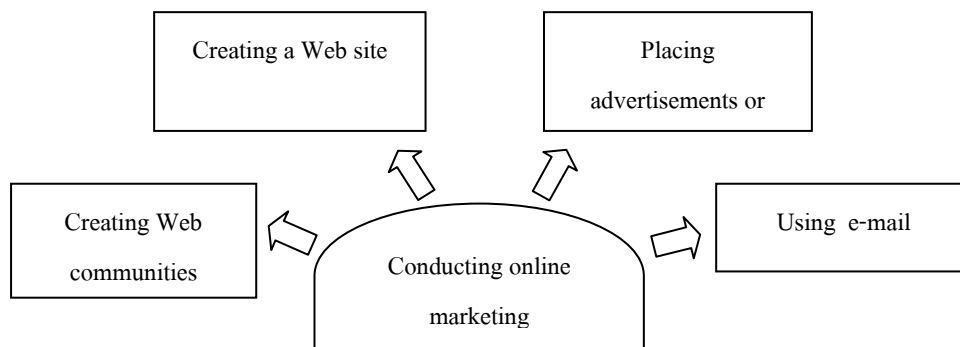
1.2.3 E-marketing

E-market is “an inter-organizational information system that provides facilities for buyers and sellers to exchange information about price and product offerings” (Whitely, 2000). In this electronic market, the variety of products offered helps the buyer to search the best option, maximizing the choices. Encouraging the suppliers be more efficient and attractive to the customer in order persuade a specific choice (Whitely, 2000), therefore e-marketing is the key to convert the viewers into buyers.

E-marketing, has been described simply as the use of internet and technologies for capturing the attention of the customer in to order increase sales or deliver a specific communication (Chaffey et al., 2003 cited by Chaffey, 2004). E-marketing is the use of methods

of promotion techniques, such as banner advertising, e-mails, links and services offered to gain more customers and achieve profitability of a company (Chaffey, 2004). Figure 1.3 explain channels of online marketing.

Figure 1.3 Setting up for Online Marketing



Source: Kotler and Armstrong (2008)

Charlesworth (2009) define the three main objectives of online marketing, 1. Brand development, 2. Revenue generation, and, 3. Customer service/support. However, every one of these objectives needs a specific strategy and commonly the three objectives are aimed by online marketing.

The e-marketing revenue generation, is in charge to pursuing the viewer or potential customers to purchase a service or a product, so having a web site offering services/support or brand products won't be enough to achieve the purpose of a company that is to produce profit. For web pages to be visited there are certain factors such search engines that though specific key words and promotion on the *search engines* such as Google or Yahoo, can help to generate traffic through a web page, so the customers can find a web site easier and faster (Nyheim, 2005). One way of these techniques is used with small files called **cookies** that contains information of the users that access to a web page. These files that contain web page preferences, user codes or relevant information of the user will automatically show on the next visit to the web page (Ghose, 2008). These online search tools use software programs known as "spiders" that analyze the information and content of web page in order to suggest different alternatives for a viewer to find a determined product or service, as Napier et al. (2006) describe.

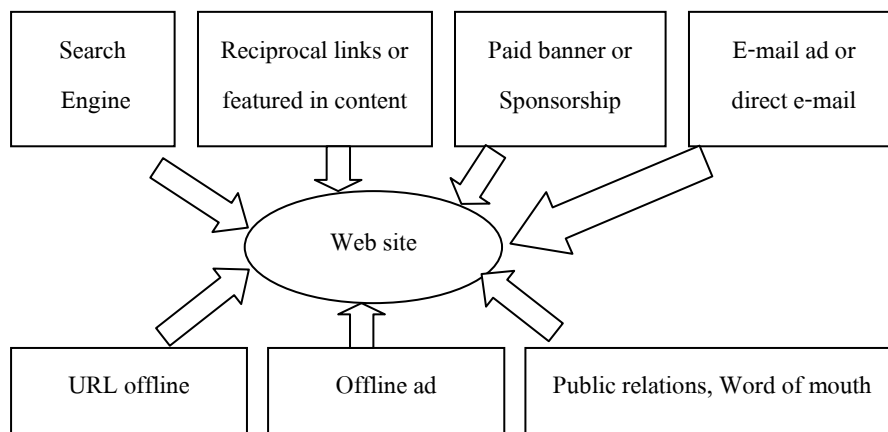
Availability in pricing, product information and support or instructions are needed to be efficient. In that way viewer can rely on the web page for converting from viewers to

customers and making the clicks in to sales. Therefore misunderstandings or failures of the web pages can cause a bad reputation of the company, lowering the traffic through the page as well as the sales (Cosh, 2007).

A very important goal on e-marketing is to get attention of the search engines, in this way a specific key word that a customer is looking on a search engine, will show the web page at the beginning on top of the list that the engine will provide. Search engine optimization (SEO) helps web pages for promoting a specific Uniform Resource Locators (URL) between the competitors. The SEO is based on a clear description of the web page, use of many key words as possible for the engines to recognize the page, update the page with new information and create links with other web pages for incrementing the traffic (Napier et al., 2006). The more information on the web page related with the same topic of the business, the better the rank position.

Figure 1.4 shows the online and offline marketing communication techniques to increment traffic of a web site. Online techniques are bases on internet and offline techniques are the traditional advertisement on prints, radio or TV (Chaffey, 2004). The offline marketing depends on the kind of activities of the business, however the one of the main goals is to promote the URL address for the exposure of the web site, which will drive traffic to the page and contribute to give a better location when the company or web site is searched by a search engine. The URL address should be printed on invoices, receipts, business cards, flyers, catalogues, hand outs, give away products, banners, press release, clothing and many others (Charlesworth, 2009)

Figure 1.4 Online and offline marketing communication techniques.



Source: Kotler and Armstrong (2008)

Another way to advertise product or services is by building virtual communities, these communities like Face book, Twitter or Hi5. The communities offers good results and increase the interaction among the customers and potential once. These communities give the opportunity to consumers to share information of products and services that they have already purchase or that have been interested. Another important factor of these social media is that the restaurants can post and update information about new events or products that may be happening, to maintain the clientele informed. Such communities have great impact when they refer other costumers. The referral by word of mouth on the internet is called viral marketing, when people spread information about a product or service of a company on the internet (Zhou, 2004).

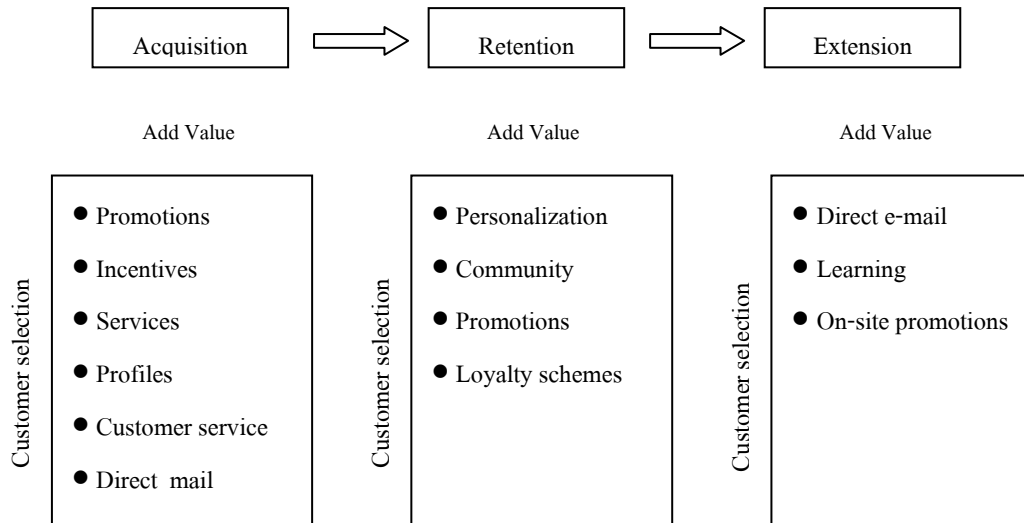
1.2.4 E-services

E-services are define as interactive services that are delivered on the Internet using ICT (Boyer 2002 cited by Mozeik et al., 2009). Ordering and tracking systems are two of the main services an online company can offer. Therefore e-services not only apply to business to business, it also can extend business to customers and even customers to customers, when applications allows them to interact. E-services offer the restaurants opportunities for e-commerce enhancing the relation with the customers (Mozeik et al., 2009.)

To achieve e-service strategies as a marketing tool for Small and Medium Enterprises (SME), the use of Hosted Application Service Providers (HASP's) is a very useful way to promote, give additional value to restaurants and give presence among the other competitors. HASP's is a business computer service to manage data and deliver services through application online. The applications can be manage by the company that outsource the service or by training in the "know how" for managing the software application (Paraskevas, 2002).

Chaffey (2004) proposes 3 different stages with techniques for successful e-service, all the process are related with CRM. Beginning with techniques to gain new customers, create relation with the existing ones, encourage to customers to be part of the business and selecting the ideal customer as showed on Figure 1.5

Figure 1.5 Techniques for successful web service on the 3 different stages.



Source: Chaffey (2004)

Even though, strong CRM can be created with information of the customers. There are other important aspects that should be taken on consideration, the lack of privacy, irresponsible use, security and under capacity will miss lead the goal of e-services. This miss use of information of confidentiality or privacy of the users will create a bad reputation of the company and the web site when making them stop going online for any service (Siegel, 2004), causing bad reputation and credibility.

Other aspect of e-service is not just the transaction; the service has to provide guaranties in certain aspects such as: security, flow process, and messaging. It is important to give security to the customers keeping confidentially of their transaction and not allowing others to use their information or the information kept on the data base for other purposes. Process flow, refers of the steps that have to follow after the transaction has started like purchasing order, processing reservations, or executing the service. Messaging is the way to communicate how the buyer and seller will interact in the process. This could be; one way, request/response, conversational and peer-to-peer (Newcomer, 2002). The miss use of these communication is defined by Shata (2006) as e-privacy, the misuse and abuse of the information gathered by a company or individual that is requested for a specific type of transaction or request. As well selling and distribution private data such as address, phone number and credit card details without consent of the customer will be

catalogue as a violation of e-privacy (Adams, 2006). Therefore the authorization of customers for using the information given for e-services should be specified in order to avoid violation of standards or principles that can be categorized as bad management of e-privacy.

All the information that has been gathered such as: personal information, key dates, reminder service and others helps to personalize the web page for each user. This process is called tailoring, so the web site uses the information the tailor e-services by e-mail message, banners ads, and site contents providing a straight relation among B2C and B2B (Rayport, 2003).

1.2.5 Marketing for restaurants

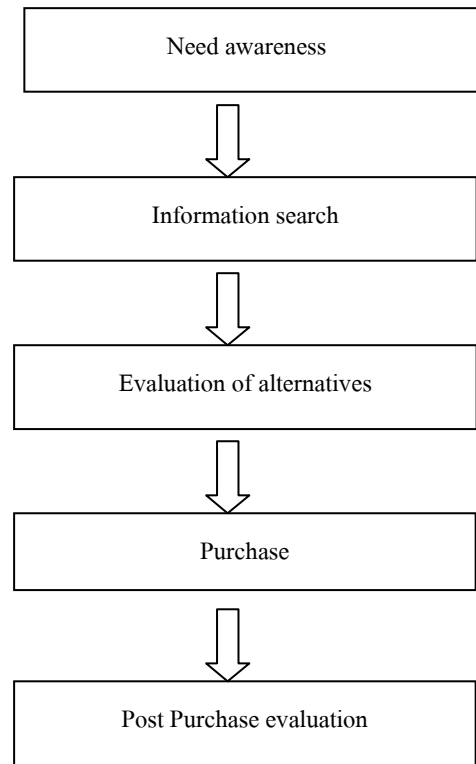
The Buying process.

Every restaurant has to be aware of all the factors that involve a customer for taking a decision in purchasing one specific restaurant and products rather than other. The understanding of the factors that are involved in the process of the buying steps are (Palmer, 2001 cited by Aikwanich, 2004):

- Who is involved in making the purchasing decision?
- How long does the process of making a decision take?
- What is the set of competing services from which consumers make their choice?
- What relative important attached by decision maker to each of the elements of service offer?
- What source of information are used in evaluating competing service offers?

All these steps are discussed by Morrison (2002) who propose 5 main stages that the customers have to go through the process of buying

Figure 1.6 Steps on the process of buying.



Source: Morrison, (2002)

Need of awareness: For the process to get going, there must be a stimulus that makes clients to make an action. A need of deficiency must be identified. Usually this needs come from social stimulus as opinion of friends, leaders, relatives or others. But there are other kind of stimulus or internal need such as hunger or thirst.

Information search: After the consumer is aware of its need, it will become a want and for that want the customer has to begin the search. In restaurants different alternatives might be type of cuisine, type of service, price, word of mouth, previous experience, positive or negative suggestions among others.

Evaluation of alternatives: On this third stage, the costumer will narrow down the alternatives. Objective and subjective criteria will be taken on consideration. Objective criteria as location, facilities, product quality and extra amenities offered. Subjective criteria will be those intangible factors like status of the place, image, value added, atmosphere and service.

Purchase: Alternatives have been analyzed and the intention for choosing a product or service from a restaurant should be completed. Nevertheless, when a option is chosen influence from others like family members, friends or social contact can make a decision change if they do not totally agree with it. So marketers have to do everything as possible to influence on the purchase decision.

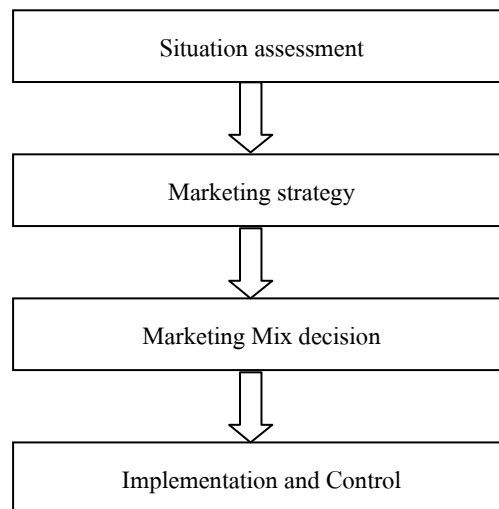
Post-purchase evaluation: After the purchase has been made, the costumer will have the perception of a good or bad decision. The product or service will be finally analyzed against expectations. Expectations are based on information and perception that they have before the actual experience. An over dimension of a product or service compared with the real one, will give a bad post purchase evaluation of the customer. Marketing campaigns should offer what they can give not over dimensioning, so when the costumer is experiencing the product or service and it really exceed the expectations the final evaluation would be much higher and would create a repetitive costumer (Morrison, 2002).

Therefore, before creating a marketing campaign for a restaurant with all these needs and factors that are involve in the process of buying should be evaluated and would give a clear idea of the objectives what a restaurant would like to achieve to the target group that will be focusing.

Marketing is the planning and execution of the concept, price, promotion and distribution of a product or service that influences sales and customer's buying decisions. Products or services have to be developed for positioning in the marketplace, with an ongoing process of new strategies for the new service or product in a way that it may reach the specific target. Identifying customer needs, competitors, substitute products are basic information that the business has to be aware in order to launch its own product or service with a correct pricing and promotion for our market. All the characteristics mention before will help the restaurant or the business to reach the profit that a business is willing to make in a certain period (The National Restaurant Association Educational Foundation, 2007). Wade (2006), also establishing other internal variables of a restaurant like: Geographic market area, building design, decoration and atmosphere, name of the restaurant, menu, quality standards, staffing and training, price/value perception, sanitation and cleanliness standards and feedback of product and service improvements.

All these attributes and characteristics of the competitors, environment and of the business that were mentioned before will help the process of market research and will conduct to questions for identifying specifically the customer's needs. In that way we will define what kind of service the customers can expect through an e-service. The Marketing Information System (MkIS) is a combination of tools and procedures for collecting, analyzing and distributing marketing information that is used in all the marketing process. The information that is gathered by MkIS's such as database, reports, and the internal or external information, are the key for a continued development of systems CRM focused on adding value to our customer by the acknowledge of the market needs. In the marketing process there are four steps that should be followed to have success in the operation. These steps are shows on Figure 1.7 on the marketing process (The National Restaurant Association Educational Foundation, 2007).

Figure 1.7 The Marketing Process.



Source: The National Restaurant Association Educational Foundation, (2007)

- **Situational assessment:** is the first step that involves the research of the market place and customer understanding the behavior of both parts seller and customer. Focusing in trying to identified unsatisfied customers and the weakness of the competitors.
- **Marketing strategy:** The second step, after the needs and wants have been identify, is to define the niche or segment market the efforts would be focus. The

strategy would be define as the value or proposition, describing some of the attributes of the product or service that has to be set to satisfy them.

- **Marketing Mix:** Once we have defined the target market and the product or service, the third step is to make a marketing plan of short and long term decisions. These are the four steps of product, price, promotion and place.
- **Implementation and Control:** revision and adjustment if necessary to avoid failure and correcting effect. Finally evaluate success and failures.

After the marketing planning has been done, promotion and advertising will have to be implemented as part of the process in the marketing campaign. This part of the process can be difficult, frustrating and expensive (Wade, 2006). There are many ways as to how to implement advertising and in each media or distribution channel what specifically would have to be analyzed for maximize the return of the campaign.

1.2.4 Delivery and booking systems as restaurant online services

Advances in information and catering technology over the past two decades have enabled foodservice systems to be developed, These services have revolutionized the delivery of food and beverage in restaurants (Brotherton, 2003) and the same business model like the grocery companies has been applied for restaurants.

Studies from Fitzsimmons (2008) shows that satisfaction of customers on the delivery process after an online purchase is closely related to the time of delivery. Meaning that the shortest period of time for the product to be delivered, the satisfaction of the customer will be higher.

The industry of grocery home delivery was the pioneer offering this kind of service. In 1998 the one of the first companies that gave this service was grocerygateway.com. This company started to provide grocery shopping and delivery to consumers, the company consider as a solution for customers time-saving and convenience. The mission of the company was to provide a range variety of products with the best shipping service in Canada (Wade, 2006). However, breaking down geographical barriers on e-comer and e-services is one of the biggest challenges in the industry. The difficulty is the amount of suppliers that would have to deliver a

service or product to a certain area that may be difficult to reach because of the geographical distance of the service that has to be done (Gaw 2000).

Some of the e-services that restaurants can offer can be categorized on: take-away and carry-out service, table reservation, gift certificates or ordering merchandise. These are *transactional* services which are referred to the ability to place orders and make reservation online (Mozeik et al., 2009) offering more distribution channels for the food industry and enabling restaurants to access to this market place.

Service delivery is concerned with where, when, and how the service product is delivered to a customer. Marketing needs to be involved also, to research how customers behave during the service delivery or in online booking and ensure that the system is designed with their needs and concerns in mind (Lovelock and Wirtz, 2004). The perception of the customer of using online systems can differ when telephone method is used. The way people react and relay on each service will be different. Kimes (2009) points that, telephone reservations or orders gives more control to the restaurant in the way they can manage directly with the client and in the perception of the client. The “personal” connection is valued as well. However, the limitations of these are that they are not available 24 hours, also during busy periods the services would not be the same and can be inconsistent. Another issue is that orders have to be taken one at the time limiting the person that connects these services to a specific period of time. Problems that telephone reservations can have is that the person that answers could not be so dedicated and can give a bad perception of the services. Furthermore, the costs that implies to have a responsible of taking care of the service for maintaining the standards set by the company. Kimes (2009) also explain to the benefits of an online system for the customers and restaurants, including that reservations can be made twenty-four hours a day, the distribution of the tables can be shown, the menu, suggestions of the chef and more information for promoting special products, all the information is connected directly with the restaurant known to the customer.

“After decades of relying on telephones to book tables, and piles of index cards – or a maître memory – to collect information about diners and their quirks, the restaurant business has finally gone unabashedly high- tech” (Hafner, 2007). However, internet and the applications

offered by restaurants are these technologies are not well known, neither desires nor attitude towards it.

The Delivery Restaurant Management System (DRMS) of the product will be determined by the combination of tangibles and intangibles it comprises. For delivering a tangible component of the product, the food and beverages systems for production and service will be required (Kamdampully, 2002). Table 1.3 shows the difference of the online and telephone methods for delivery service.

Table 1.3 Comparison of methods between telephone and internet.

Distribution Channel	Description	Hours of Operation	Reliability/ Quality	Cost	Marketing Opportunities	Personal Connection
Telephone	<i>Non dedicated telephone</i>	Limited to opening hours	Inconsistent	Fairly low	Some	Depends
	<i>Dedicated telephone</i>	Limited to opening hours	Consistent	Medium	Some	Strong
	<i>Call center</i>	Longer hours	Relatively Consistent	High	Medium	Reasonably strong if know restaurant
Online	<i>Restaurant website</i>	Constant	Very consistent	Fairly low	Some	Some Connection
	<i>Third-party website</i>	Constant	Very consistent	Low	Strong	None

Source: Kimes (2009)

This service is characterized by “meals-on-wheels”, as the restaurants that deliver to a neighborhood. Delivery services can be applied in any type of restaurants but those that provide an express service and not so high end products are more likely to give service. Also the same type of restaurants, applied the term “take-away” which is generally the table-service that offers food to the customers who prefer to take it home and eat (Chon and Sparrow, 2000).

On the online booking tables, OpenTable.com is the leading company that provides this service since 1998. The company has seated 130 million dinners in the last 12 years and provides a software to the restaurants which is more than just a booking system, it is an Electronic

Customer Relation Management (ECRM) that provide to them all the information related with the customers preference as: preferred table, lasts visits to the restaurant and their specific occasions, waiter who served them, preferred drinks, allergies, etc. However, not only restaurants have the advantage of the use of technology, customer too, enabling them to select their preferred restaurant in a particular location or area in real-time for the booking and having a excellent experience before during and after dining (Alley, 2010). Temple (2010) “the OpenTable CEO Jeff Jordan, who assures that the market is in a early stage where only 8 percent of the reservations are done by internet and the rest are still done by phone in the United Sates, this gives a great potential for the industry to grow and also shows how big the market is and the trend of the use of online services of restaurants”. The application that food industry can take advantage for serving existing customers and gathering the information for new ones will enhance their relation.

Delivery/Reservation Management System (DRMS), varies from organizations but there are 4 main components that these systems offers.

- Point of Sales System (POS)
- Inventory and menu management
- Reservation and Table management
- Back office application and interfaces.

These four components help restaurants to serve the customers and aids employees with food and beverage transactions and controls. Regardless of the type of service a restaurant can offer, DRMS will empower management to operate efficiently and profitable (Connolly et al., 2005)

Reservation/Ordering and table management are software permit the allocation of the reservation/wait/walk-in or shows the detail address for a delivery of a product. The functionality of these software includes features like;

- A lay out of the restaurant or the place where the service will be taken.
- Alerts on open, long duration, and dirty tables.
- Reservation assignment Tables.
- Map and details of the order, where the food will be delivered.

1.3 Aim and Objectives

1.3.1 Aim: Identify the main challenges for e-services as e-marketing strategies for restaurants in Thailand

1.3.2 Objectives.

1.3.2.1 Evaluate the current situation of the e-services offered by restaurants in Thailand.

1.3.2.2 Analyze the demand for orders and bookings of restaurants through the internet.

1.3.2.3 Investigate the challenges for developing e-services for restaurants in Thailand.

1.3.2.4 Propose alternatives for applying e-services strategies for restaurants in Thailand.

1.4 Significance of the Study

The study helps to develop the existing marketing strategies and proposes alternatives for helping business and customers to be in a direct and faster communication by using the internet as a platform, satisfying the customer's need in a more precise way. Increasing the competitiveness of restaurants by adding value with extra services that can be provided and identifying what are the preferences of customers for purchasing products or services of restaurants through the internet. It will also fill the gap in literature review on the topic of e-marketing for restaurants.

The results of the research can be used by restaurant owners and web service providers for having a better idea on how to manage the information gather from the customers and using the information to fulfill their needs and reach potential markets.

1.5 Scope of the Study

1.5.1 Scope of time:

This study has been conducted from January 2010 to April 2010. Interviews were conducted on January – February 2010 and questionnaires were collected on March - April 2010

1.5.2 Scope of Research Area:

Interviews were made to restaurant managers that provide delivery and booking services on or off line services. Other interviews were made to managers of the web pages that provide the service. (www.chefxs.com and www.foodbyphone.com)

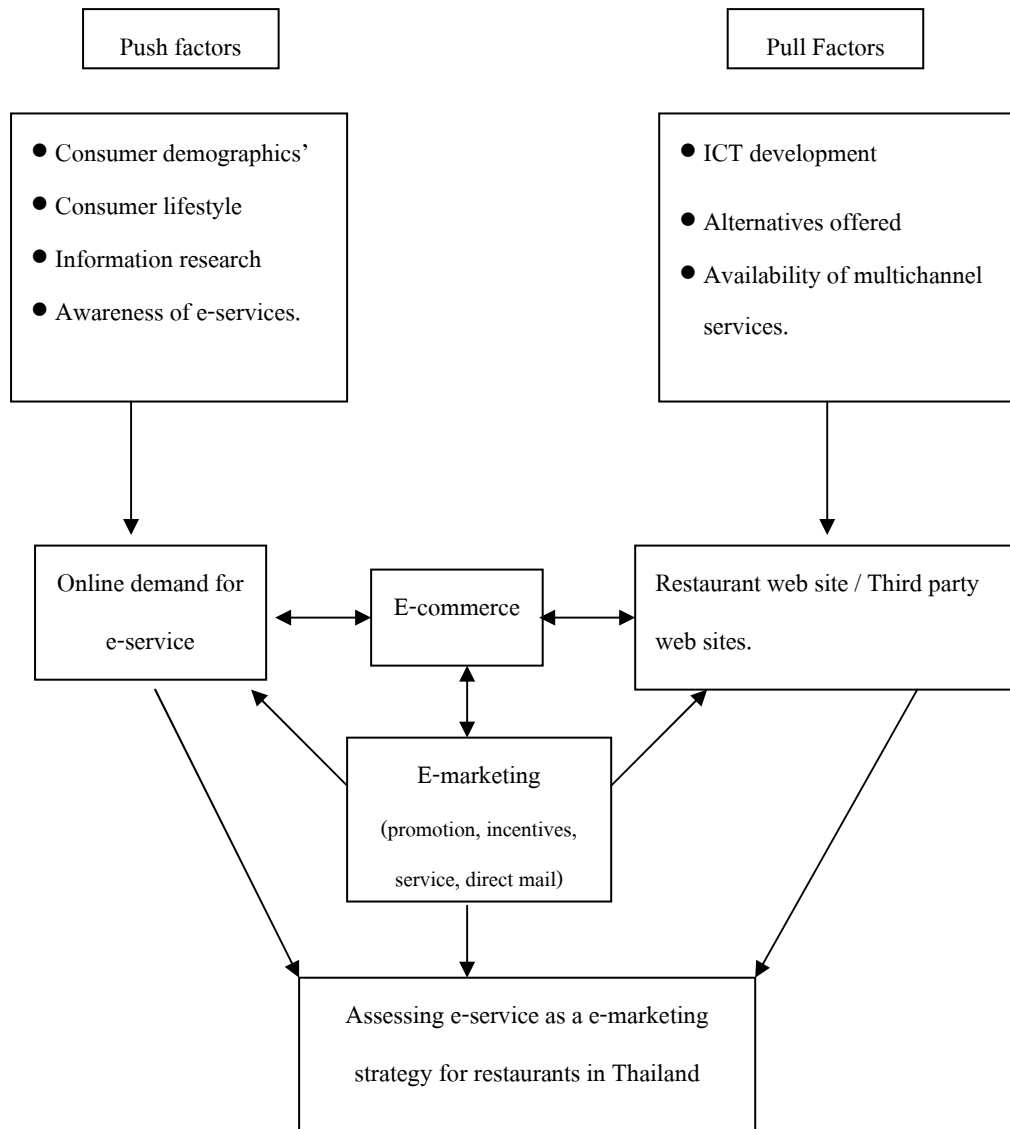
1.5.3 Scope of demography. Three groups were identify for the research:

- The Managers of the web pages that provide this service to restaurants for online orders.
- Managers of restaurants that still use the phone-orders.
- Survey to customers of this service.

1.5.4 Scope of Geography:

Bangkok, Chiang Mai and Phuket were chosen as geographical areas because these cities were found to have a high number of restaurants and cuisines. Also two of the three cities have web service providers for online delivery.

Figure 1.8 Conceptual framework



1.6 Abbreviations of Key Terms

B2B: Business to business

B2C: Business to customers

DRMS: Delivery/Reservation Management System.

E-commerce: Electronic commerce.

E-service: Service provide on internet

ECRM: Electronic customer relation management

E-Marketing: Marketing through the internet

ICT: Information and communication technologies

ICT: information communication technologies

SEO: Search engine optimization.

POS: Point Of Sales

URL: Uniform Resource Locator

HASP's: Hosted Application Service Providers

1.7 Definitions of Key Terms

Web 2.0: Web site that contains an online personal journal with reflections, comments, and often hyperlinks provided by the writer or opinions of third person.

Cookies: Small file or part of a file stored on the world wide web user's computer, created and subsequently read by a Web site or server, and contains personal information (as user identification code, customized preferences, or a record of pages visited)

Viral marketing: Marketing phenomenon that facilitates and encourages people to pass along a marketing message.

Offline: not connected to a server by a system and especially a computer or telecommunications system.

Delivery/Reservation Management System: combination of hardware and software that compromise the operation of the restaurant.

Hosted Application Service Providers: outsource business computer service to manage data and deliver services though application online.

CHAPTER 2

METHODOLOGY

This chapter reviews the methodology utilized for conducting the studies. The sample sizes will be described for quantitative and qualitative methods. Variables of questionnaires and interviews will be presented as well the instruments and how the researcher collected the data.

2.1 Population, Sample Size and Sampling Method

The researcher had 3 different target populations. One of the target populations was potential customers. The population size was defined as unknown because there non-official statistics of the food industry related with e-services such as ordering food or booking tables online. Also, customers that use the internet in Thailand and that order food could not be measure and there are no-statistics for these variables.

For the Second target population, interviews were conducted with restaurants managers that provide different types of cuisine. Regardless of their sizes and category only their ability to provide e-services, the number of restaurant that every city has could not be measured either, so interviews with restaurants managers were picked by convenience.

The third target population, the interviews were conducted with companies that provides outsourcing service through web pages for the service of ordering food online. There are just four, two of them in Bangkok, one in Chiang Mai and the fourth one is from Singapore that operates in Thailand.

2.1.1 Internet users

4000 online surveys were distributed through e-mail for people to fill with the support of <http://www.freeonlinesurvey.com>, the program was used for sending the questionnaires and gathering the data of the ones that were replied. E-mail addresses from a data base of Phuket, Bangkok and Chiang Mai were used to reach as many potential users. A data base of the company Events Thailand was used plus the data base of students of the Prince of Songkla University in Phuket. The questionnaires combined close-ended and open-end questions were the

respondents answered yes or no, multiple-choice question gave them the opportunity to select the most suitable answer for them.

2.1.2 Interviews with the managers of the restaurants

Semi-structured interviews were conducted with 14 managers and owners of restaurants who use these outsource services or have the option of booking online through their web pages and those that provide the services as well. They were picked within the variety of types of cuisine that have different kind of meals such as: American, Australian, British, Californian, Chinese, Feng shui food, French, Fusion, German, Greek, Indian, International, Irish, Italian, Japanese, Korean, Lebanese, Malaysian, Mediterranean, Mexican, Organic, Pies, Pizzeria, Singapore, Spanish, Steakhouse, Swiss, Thai, Thai & Noodles, Thai International, Vegetarian and Vietnamese's. The main questions were:

1. The current situation of providing these services to their customers.
2. Reason for using or not using these services or implementing them by selves.
3. Benefits and weaknesses of providing extra services to their customers.
4. How to use the information gathered from their customers to apply CRM.

2.1.3 Interview online services providers

Semi-structured interviews were also conducted to the providers of these services. There are four companies that provide these services in Thailand, web pages that have this kind of service: <http://www.chefxp.com>, <http://www.mealsonwheels4u.com>, <http://www.foodbyphone.com> and <http://www.eat2eat.com>, the last company is based in Singapore and doesn't have office in Thailand. Two of managers of the companies were interviewed, Chefxp and Foodbyphone.

2.2 Data collection

2.2.1 Primary data

Questionnaires for potential customers:

The research methodology was done by survey method by mailing 4,000 addresses, the addresses were obtained from a data base of a company that makes events in Thailand and also posting the questionnaires on Facebook groups that were related with target group of Thailand and in Thaivisa.com forum. Semi-structured interviews were done to 14

restaurant managers and owners, the interviews were made by convenience of the researcher because there is no statistics of the number of restaurants in Bangkok, Chiang Mai and Phuket. Two out of three semi-structured interviews were conducted to general managers of the web sites that provide the service.

The questionnaire has three parts, the first was about general information, such as gender, age, nationality, education level, nationality, occupation, and income per month. The second part was about basic knowledge of the internet and the behavior of purchasing products or services online and offline. The third part included questions of how using ICT would benefit the restaurant and customers or not with the two different services as booking tables or ordering food, the questions analyze four variables through a Likert scale being 1 strongly disagree to 5 strongly agree.

The variables were:

1. Convenience.
2. Reliability.
3. Control.
4. Service oriented.

Interview with restaurant managers

The questions had 4 main topics:

- The current situation of providing these services to their customers.
- Reason for using these services or implementing them by themselves.
- Benefits and weaknesses of providing more services to their customers.
- How to use the information gathered from their customers to apply CRM.

Interview with web site managers

The questions had 4 main topics:

- The current situation of providing these services to the restaurants and their customers.
- Reason for using the internet to provide the service rather than traditional methods.

- Benefits and weaknesses of providing more services to their customers through the internet.
- How the use of the information they have, is applied to create E-CRM and the way it can be applied.

2.2.2 Secondary data

The researcher collected further information from the following:

- Academic journals
- Textbooks
- Websites

2.3 Data Analysis-Statistics used to Analyze the Data

The quantitative data in this study was analyzed using the SPSS 17. Descriptive statistics (eg. frequencies, percentages) were used as well as One-Way ANOVA, Independent Sample t-test and Pearson Chi-Square test. For qualitative data content analysis was used.

CHAPTER 3

RESULTS

For the purpose of this study, the research was conducted using a mixed method (qualitative and quantitative). The primary data was collected by the use of questionnaires distributed online to existing potential customers of online services from Bangkok, Chiang Mai and Phuket. Additional interviews to managers that provide this kind of service in Bangkok. In-depth interviews managers of restaurants that use this kind of services, the collected data from the questionnaires was used with SPSS (Statistical Package for Social Sciences) version 17.00 for Windows, facilitate the presentation and analysis of the information. From e-mails sent to a data base of 4,000 e-mail addresses of which only 331 were returned.

3.1 Results from the questionnaires with potential customers of online services.

From the quantitative survey, out of 331 respondents, 56% were female and 44% were male. About 43% were between the ages 21 to30 and 26% were in the range age of 31-40. Thai nationality were 62.2% and 36.9% were from different countries. On the education level 45.9 % had a bachelors degree, 34.7% had a master degree and 9.4% a diploma. In terms of profession, 28.1% were employees, 21.1% managers and 13.6% students. In the monthly income 32.3% of the respondents earn between 25,001 to 50,000 THB.

Table 3.1 Demographic Respondents Characteristics

Characteristics	Categories	Frequency	Percent
Gender (n =330)	Female	183	55.6
	Male	147	44.4
Age (n =329)	21-30	144	43.5
	31-40	88	26.6
	41-50	68	20.5
	51-60	14	4.9
	Over 60	9	2.7
	Under 20	6	1.8

Table 3.1 (continue)

Characteristics	Categories	Frequency	Percent
Nationality (n =328)	Thai	206	62.2
	Foreigners	122	37.8
Education Level (n =320)	Bachelors degree	152	45.9
	Masters degree	115	34.7
	Diploma	31	10.4
	PhD	15	5.5
	High school or less	7	3.5
Profession (n =309)	Employee (sales, marketing, accounting, etc.)	93	30.1
	Manager	70	22.5
	Student	45	14.4
	Owner/Entrepreneur	33	10.6
	Professional (lawyer, doctor, engineer, etc.)	32	10.4
	Government worker	19	6.1
	Retired	10	3.2
	Unemployed	7	2.7
Monthly Income (n =327)	25.001-50,000 THB	107	32.8
	10.001-25.000 THB	80	24.5
	>100.000 THB	53	16.3
	50.001-75.000 THB	38	11.6
	75.001-100.000 THB	25	7.7
	<10.000 THB	24	7.3

According to the respondents, the information about connection type of is 60.7% that shows how aware people are about technology and internet communication they have as shown on Table 3.2. The level of purchase of the respondents is 84% which is a very high percentage of experience for buying on internet. However the frequency of purchases is still very low with a 42.9% once per month and only 22.7% purchase a product or service up to 5 time per month.

Table 3.2 Type of internet connection, experience and frequency purchasing on internet.

Question	Answer	Frequency	Percent
Type of Internet connection you have? (n = 326)	ADSL/DSL	201	60.7
	Cable modem	26	7.9
	EDGE or GPRS	15	4.5
	56 Kbps modem	14	4.2
	ISDN	9	2.7
	Satellite	7	2.1
	T1 or better	6	1.8
	28.8 Kbps modem	1	0.3
Experience using the internet to purchase a product or a service? (n = 329)	Don't know	47	14.2
	Yes	278	84
Frequency of using the internet to purchase a product or a service? (n = 302)	No	51	15.4
	1 per month	142	42.9
	1-5 per month	75	22.7
	Never	63	19
	6-10 per month	14	4.2
>10 per month	8	2.4	

The quantitative survey shows on Table 3.3 regarding the use of traditional methods as telephone for booking a table, shows that 53.8% have never booked one followed by 25.4% and 15.4% that have booked it once per month and one to five times per month respectively. For ordering food by telephone 39.9% have never ordered and 31.7% have ordered at least once per month.

Table 3.3 Frequency of ordering and booking online on telephone in Thailand

Question	Answer	Frequency	Percent
How many times have you booked a table for a restaurant by telephone in Thailand? (n=323)	Never	178	53.9
	1 per month	84	25.7
	1-5 per month	51	17.4
	6-10 per month	6	1.8
	>10 per month	4	1.2
How many times have you order food from a restaurant by telephone in Thailand? (n=329)	Never	132	39.9
	1 per month	105	31.7
	1-5 per month	60	18.8
	6-10 per month	22	6.6
	>10 per month	10	3.0

Preference for using telephone or internet methods for booking tables shows an inclination for the use of telephone with 60.1%. For ordering food from restaurants, respondents showed that 61% preferred the internet method.

Table 3.4 Preference of use different methods for booking and ordering online.

Question	Answer	Frequency	Percent
Would you rather use telephone or internet for the booking a table? (n=319)	Telephone	199	60.1
	Internet	120	39.9
Would you rather use telephone or internet for ordering food from a restaurant? (n=324)	Internet	202	61.0
	Telephone	122	39.0

According to the respondents, Table 3.5 shows the overall rating of the telephone service operator in Thailand is qualified as fair with 45.6%, followed by good with 30.2%. On the question regarding the lack of personal contact being a problem for the users, 46.5% to some degree.

Table 3.5 The overall rating of the telephone service operator

Question	Answer	Frequency	Percent
What is your overall rating for the quality of the service of telephone operator in Thailand? (n=328)	Fair	151	45.9
	Good	100	30.2
	Bad	45	13.6
	Haven't used that service	27	8.5
Is the lack of personal contact a problem for you? (n=318)	Excellent	5	1.8
	To some degree	154	49.9
	No	83	25.4
	Yes	81	24.7

Respondents' perception of the factors they believe as important for using one method or another were measured on a Likert scale with 1 standing for strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, 5 strongly agree (table 3.6). For booking tables and ordering food, 29.6% and 33.0% of the respondents agree that would be easier and more convenient respectively, to use internet rather than telephone. While for booking tables online 28.3% strongly agree this method would be more accurate and 28.8% agree on the accuracy for ordering food on internet. Respondents still don't feel confident for using only internet services, as we can see 39.0% neither agree nor disagree, leading to the next question that 32.9% would prefer to use both methods, internet and telephone, to assure their orders while using internet methods. This gives us an idea that users are more likely to use for purchase in Thailand but they don't really rely on them, and still prefer to have some contact with the service provider to double check and confirm what they have booked or order.

Table 3.6 Comparison of the preference for using internet vs. phone for online booking and orders.

Please choose from 1 to 5 to compare	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	n (%)	n (%)	n (%)	n (%)	n (%)
I think with internet would be EASIER booking a table of restaurant.	12 (3.6%)	61 (18.4%)	94 (28.4%)	98 (29.6%)	65 (19.9%)
I think with internet would be EASIER for ordering food from a restaurant.	15 (4.5%)	53 (16.1%)	100 (30.3%)	109 (33.0%)	53 (16.1%)
I think with internet would be more CONVENIENT booking a table of restaurant.	17 (5.2%)	63 (19.1%)	73 (24.8%)	106 (27.3%)	66 (23.6%)
I think with internet would be more CONVENIENT for ordering food from a restaurant.	16 (5.2%)	68 (20.6%)	73 (22.1%)	106 (32.1%)	66 (20.0%)
I think with internet would be more ACCURATE booking a table of restaurant.	16 (4.9%)	44 (13.4%)	85 (25.8%)	91 (27.7%)	93 (28.3%)
I think with internet would be more ACCURATE for ordering food from a restaurant.	16 (4.8%)	39 (11.8%)	92 (27.9%)	95 (28.8%)	88 (26.7%)
I feel more confident about the restaurant when using online services.	29 (8.9%)	56 (17.2%)	127 (39.0%)	62 (19.0%)	52 (16.0%)
I think it would be better to combine both methods to assure my order.	35 (10.7%)	33 (10.1%)	65 (19.8%)	87 (26.5%)	108 (32.9%)

Table 3.7 shows respondents' opinion on the variables mentioned before, depending on the age group. Statistical significance was measured with One-way ANOVA test and LSD post-hoc test. Generally speaking respondents on age groups from 21 to 50 are more likely to use internet methods. Statistically significant difference on Easiness, Convenience, Confident and combine both methods internet and telephone was found. Accuracy was the only one that didn't show any statistically difference. The mean from the group ages that are under 20 and over 51 may be misleading due to the low number of respondents.

Table 3.7 One-Way ANOVA test of differences in using internet or telephone methods between different Age Groups.

Question	Age Group	Mean	LSD post hoc test	ANOVA-test	
				F-stat	p-value
I think with internet would be EASIER booking a table of restaurant. (n = 330)	Under 20	2.25	a	3.306	0.006*
	21-30	3.38	b		
	31-40	3.46	b		
	41-50	3.36	ab		
	51-60	3.71	b		
	Over 60	4.00	b		
	Overall	3.30			
I think with internet would be EASIER for ordering food from a restaurant. (n = 330)	Under 20	2.33	ac	2.643	0.02*
	21-30	3.42	bc		
	31-40	3.57	bc		
	41-50	3.25	bc		
	51-60	3.79	b		
	Over 60	4.00	c		
	Overall	3.44	c		
I think with internet would be more CONVENIENT booking a table of restaurant. (n = 325)	Under 20	1.67	a	3.641	0.003*
	21-30	3.38	b		
	31-40	3.67	b		
	41-50	3.46	b		
	51-60	3.71	b		
	Over 60	3.44	b		
	Overall	3.46			
I think with internet would be more CONVENIENT for ordering food from a restaurant.(n = 329)	Under 20	1.67	a	4.04	0.001*
	21-30	3.35	b		
	31-40	3.53	b		
	41-50	3.66	b		
	51-60	3..00	b		
	Over 60	3.89	b		
	Overall	3.4			

Table 3.7 (continue)

Question	Age Group	Mean	LSD post hoc test	ANOVA-test	
				F-stat	p-value
I think with internet would be more ACCURATE booking a table of restaurant. (n = 329)	Under 20	2.5			
	21-30	3.59			
	31-40	3.63			
	41-50	3.65		1.576	0.166
	51-60	3.86			
	Over 60	4.11			
	Overall	3.62			
I think with internet would be more ACCURATE for ordering food from a restaurant. (n = 330)	Under 20	2.67			
	21-30	3.6			
	31-40	3.61			
	41-50	3.57		1.514	0.185
	51-60	4.07			
	Over 60	4			
	Overall	3.61			
I feel more CONFIDENT about the restaurant when using online services. (n = 326)	Under 20	2.67	ab		
	21-30	3.28	a		
	31-40	3.35	a		
	41-50	2.78	b	3.329	0.006*
	51-60	2.92	ab		
	Over 60	3.51	a		
	Overall	3.16			
I think it would be better to combine both methods to assure my order. (n = 328)	Under 20	2.33	ac		
	21-30	3.74	c		
	31-40	3.80	bc		
	41-50	3.51	bcd	3.218	0.007*
	51-60	3.06	ac		
	Over 60	2.67	ad		
	Overall	3.61			

Note: * indicates statistically significant differences between groups at $p \leq 0.05$

Remarks: Letters (a), (b), (c), (d),(e) shows the multiple comparisons between groups in various variables. The same letters after the means of different monthly incomes indicates no statistically significant difference (at 5% level) according to LSD test in ANOVA.

One-way ANOVA test are shown in the table 3.8 and LSD post-hoc for statistical significance. Respondents' opinion on the variables mentioned before and the monthly income was measured. In general terms, respondents with a monthly income starting from 25.000 THB and higher shows the highest statistically significance difference perceiving, Easiness on ordering and booking, Convenience for ordering when using internet. However, the groups of monthly income starting from 50.000THB and more than 100.000THB shows that highest means.

Table 3.8 One-Way ANOVA test of difference between in using internet or telephone methods among Monthly Income groups.

Question	Income Group	Mean	LSD post hoc test	ANOVA-test	
				F-stat	p-value
I think with internet would be EASIER booking a table of restaurant. (n = 330)	<10.000 THB	3.21			
	10.001-25.000 THB	3.47			
	25.001-50,000 THB	3.34			
	50.001-75.000 THB	3.68		1.138	0.34
	75.001-100.000 THB	3.72			
	>100.000 THB	3.36			
	Overall	3.43			
I think with internet would be EASIER for ordering food from a restaurant. (n = 330)	<10.000 THB	3.23	a		
	10.001-25.000 THB	3.65	a		
	25.001-50,000 THB	3.49	ace		
	50.001-75.000 THB	3.45	ad	3.348	0.005*
	75.001-100.000 THB	4.00	bd		
	>100.000 THB	3.52	bcde		
	Overall	3.42			

Table 3.8 (continue)

Question	Income Group	Mean	LSD post hoc test	ANOVA-test	
				F-stat	p-value
I think with internet would be more CONVENIENT booking a table of restaurant. (n = 325)	<10.000 THB	3.08		2.001	0.078
	10.001-25.000 THB	3.52			
	25.001-50,000 THB	3.41			
	50.001-75.000 THB	3.16			
	75.001-100.000 THB	3.92			
	>100.000 THB	3.62			
	Overall	3.46			
I think with internet would be more CONVENIENT for ordering food from a restaurant (n = 330)	<10.000 THB	3.12	a	3.481	0.004*
	10.001-25.000 THB	3.15	b		
	25.001-50,000 THB	3.49	bc		
	50.001-75.000 THB	3.17	bcd		
	75.001-100.000 THB	3.85	ab		
	>100.000 THB	3.72	abe		
	Overall	3.46			
I think with internet would be more ACCURATE booking a table of restaurant. (n = 329)	<10.000 THB	3.63		0.813	0.541
	10.001-25.000 THB	3.56			
	25.001-50,000 THB	3.58			
	50.001-75.000 THB	3.42			
	75.001-100.000 THB	4			
	>100.000 THB	3.66			
	Overall	3.61			

Table 3.8 (continue)

Question	Income Group	Mean	LSD post hoc test	ANOVA-test	
				F-stat	p-value
I think with internet would be more ACCURATE for ordering food from a restaurant. (n = 329)	<10.000 THB	3.67			
	10.001-25.000 THB	3.37			
	25.001-50,000 THB	3.54			
	50.001-75.000 THB	3.79		1.536	0.178
	75.001-100.000 THB	3.92			
	>100.000 THB	3.75			
	Overall	3.67			
I feel more CONFIDENT about the restaurant when using online services. (n = 326)	<10.000 THB	3.46	3.42		
	10.001-25.000 THB	3.59	3.26		
	25.001-50,000 THB	3.83	2.99		
	50.001-75.000 THB	3.26	3.16	1.327	0.252
	75.001-100.000 THB	3.24	3.52		
	>100.000 THB	3.7	3.08		
	Overall	3.61	3.16		
I think it would be better to combine both methods to assure my order.(n = 328)	<10.000 THB	3.46	3.46		
	10.001-25.000 THB	3.59	3.59		
	25.001-50,000 THB	3.83	3.83		
	50.001-75.000 THB	3.26	3.26	1.619	0.154
	75.001-100.000 THB	3.24	3.24		
	>100.000 THB	3.7	3.7		
	Overall	3.61	3.61		

Note: * indicates statistically significant differences between groups at $p \leq 0.05$

Remarks: Letters (a), (b), (c), (d),(e) shows the multiple comparisons between groups in various variables. The same letters after the means of different monthly incomes indicates no statistically significant difference (at 5% level) according to LSD test in ANOVA.

Table 3.9 shows respondents' opinion on the variables mentioned before with their education level. Statistical significance was measured with One-way ANOVA test and LSD post-hoc test. Generally speaking respondents with higher education level such as Master degree and PhD are more likely to use internet methods and shows statistically significant difference on Easiness, Convenience, Accuracy on booking a table, Confidence on using the internet and also combining both methods. The significance of high school level is high but this may be misleading due to the low number of respondents. According to the interviews with web site managers that provide these services to restaurants, their target group of customers are expats with at least some higher degree of education, so the analysis of education level and variables for purchasing online have concordance meaning that for focusing a marketing target group, at least should be people with a bachelors degree or higher.

Table 3.9 One-Way ANOVA test of difference in using internet or telephone methods among Education Levels.

Question	Education level Group	Mean	LSD post hoc test	ANOVA-test	
				F-stat	p-value
I think with internet would be EASIER booking a table of restaurant. (n = 330)	High school or less	3.53	acd	10.839	0.00*
	Diploma	2.79	d		
	Bachelors degree	3.21	c		
	Masters degree	3.92	d		
	PhD	3.04	abc		
	Overall	3.45			
I think with internet would be EASIER for ordering food from a restaurant. (n = 330)	High school or less	3.71		2.275	0.061
	Diploma	3.06			
	Bachelors degree	3.32			
	Masters degree	3.61			
	PhD	3.53			
	Overall	3.42			

Table 3.9 (continue)

Question	Education level Group	Mean	LSD post	ANOVA-test	
			hoc test	F-stat	p-value
I think with internet would be more CONVENIENT booking a table of restaurant. (n = 325)	High school or less	3.22	abc	7.556	0.00*
	Diploma	2.95	b		
	Bachelors degree	3.24	b		
	Masters degree	3.98	c		
	PhD	3.11	abc		
Overall	3.47				
I think with internet would be more CONVENIENT for ordering food from a restaurant. (n = 329)	High school or less	3.86		1.839	0.121
	Diploma	3.13			
	Bachelors degree	3.32			
	Masters degree	3.57			
	PhD	3.73			
Overall	3.43				
I think with internet would be more ACCURATE booking a table of restaurant. (n = 329)	High school or less	3.09	ab	7.394	0.00*
	Diploma	3.66	a		
	Bachelors degree	3.43	a		
	Masters degree	3.98	b		
	PhD	4.41	b		
Overall	3.61				
I think with internet would be more ACCURATE for ordering food from a restaurant. (n = 330)	High school or less	3.86		0.989	0.414
	Diploma	3.42			
	Bachelors degree	3.56			
	Masters degree	3.63			
	PhD	4.07			
Overall	3.61				

Table 3.9 (continue)

Question	Education level Group	Mean	LSD post	ANOVA-test	
			hoc test	F-stat	p-value
I feel more CONFIDENT about the restaurant when using online services. (n = 326)	High school or less	3.81	a	9.295	0.00*
	Diploma	2.76	bc		
	Bachelors degree	2.83	bd		
	Masters degree	3.67	a		
	PhD	3.19	acd		
Overall	3.18				
I think it would be better to combine both methods to assure my order. (n = 328)	High school or less	2.71	a	2.935	0.02*
	Diploma	3.23	a		
	Bachelors degree	3.69	ac		
	Masters degree	3.76	bc		
	PhD	4.20	bc		
Overall	3.67				

Note: * indicates statistically significant differences between groups at $p \leq 0.05$

Remarks: Letters (a), (b), (c), (d) shows the multiple comparisons between groups in various variables. The same letters after the means of different Education levels indicates no statistically significant difference (at 5% level) according to LSD test in ANOVA.

Table 3.10 shows respondents' opinion on the variables mentioned before with their profession. Statistical significance was measured with One-way ANOVA test. Generally speaking respondents with professions such as managers and professionals are more likely to use the internet methods. The significance of retired is high but this may be misleading due to the low number of respondents. According to the interviews with web site managers that provide these services to restaurants, their target group of customers are people that have position as managers and are more likely to use technology.

Table 3.10 One-Way ANOVA test of difference in using internet or telephone methods among Professions.

Question	Profession Group	Mean	ANOVA-test	
			F-stat	p-value
I think with internet would be EASIER booking a table of restaurant. (n = 330)	Manager	3.54	3.615	.001*
	Owner/Entrepreneur	3.23		
	Government worker	2.79		
	Student	3.68		
	Retired	4.46		
	Unemployed	3.21		
	Employee (sales, marketing, accounting, etc.)	3.28		
	Professional (lawyer, doctor, engineer, etc.)	3.84		
Overall	3.41			
I think with internet would be EASIER for ordering food from a restaurant. (n = 330)	Manager	3.40	3.788	.001*
	Owner/Entrepreneur	3.03		
	Government worker	3.01		
	Student	3.36		
	Retired	4.00		
	Unemployed	3.14		
	Employee (sales, marketing, accounting, etc.)	3.38		
	Professional (lawyer, doctor, engineer, etc.)	4.16		
Overall	3.42			
I think with internet would be more CONVENIENT booking a table of restaurant. (n = 325)	Manager	3.59	5.3	0.000*
	Owner/Entrepreneur	3.06		
	Government worker	2.74		
	Student	3.52		
	Retired	3.50		
	Unemployed	2.57		
	Employee (sales, marketing, accounting, etc.)	3.34		
	Professional (lawyer, doctor, engineer, etc.)	4.34		
Overall	3.45			

Table 3.10 (continue)

Question	Profession Group	Mean	ANOVA-test	
			F-stat	p-value
I think with internet would be more CONVENIENT for ordering food from a restaurant. (n = 329)	Manager	3.61	3.237	0.003*
	Owner/Entrepreneur	3.24		
	Government worker	3.26		
	Student	3.11		
	Retired	3.90		
	Unemployed	2.86		
	Employee (sales, marketing, accounting, etc.)	3.32		
	Professional (lawyer, doctor, engineer, etc.)	4.13		
Overall	3.44			
I think with internet would be more ACCURATE booking a table of restaurant. (n = 329)	Manager	3.56	1.891	0.071
	Owner/Entrepreneur	3.61		
	Government worker	3.23		
	Student	3.93		
	Retired	4.10		
	Unemployed	4.14		
	Employee (sales, marketing, accounting, etc.)	3.49		
	Professional (lawyer, doctor, engineer, etc.)	3.72		
Overall	3.61			
I think with internet would be more ACCURATE for ordering food from a restaurant. (n = 330)	Manager	3.84	2.481	0.017*
	Owner/Entrepreneur	3.42		
	Government worker	2.84		
	Student	3.75		
	Retired	4.01		
	Unemployed	4.14		
	Employee (sales, marketing, accounting, etc.)	3.47		
	Professional (lawyer, doctor, engineer, etc.)	3.66		
Overall	3.68			

Table 3.10 (continue)

Question	Profession Group	Mean	ANOVA-test	
			F-stat	p-value
I feel more CONFIDENT about the restaurant when using online services. (n = 326)	Manager	3.10		
	Owner/Entrepreneur	2.79		
	Government worker	2.79		
	Student	3.59		
	Retired	3.40	1.841	0.079
	Unemployed	3.29		
	Employee (sales, marketing, accounting, etc.)	3.25		
	Professional (lawyer, doctor, engineer, etc.)	3.06		
	Overall	3.17		
I think it would be better to combine both methods to assure my order. (n = 328)	Manager	3.70		
	Owner/Entrepreneur	3.79		
	Government worker	3.16		
	Student	4.02		
	Retired	2.50	3.217	0.003*
	Unemployed	2.57		
	Employee (sales, marketing, accounting, etc.)	3.68		
	Professional (lawyer, doctor, engineer, etc.)	3.25		
	Overall	3.69		

Note: * indicates statistically significant differences between groups at $p \leq 0.05$

The values for independent sample t-test between variable for combining both methods to assure the order and gender shows statistically significance, meaning that female will be willing to assure their order by using internet and telephone methods

Table 3.11 Independent Sample t-test of variables by gender.

Question	Mean		t-test	
	Male	Female	t-stat	p-value
I think with internet would be EASIER booking a table of restaurant.	3.45	3.42	0.20	0.838
I think with internet would be EASIER for ordering food from a restaurant.	3.44	3.37	0.55	0.582
I think with internet would be more CONVENIENT booking a table of restaurant.	3.41	3.49	-0.60	0.547
I think with internet would be more CONVENIENT for ordering food from a restaurant	3.49	3.35	1.10	0.269
I think with internet would be more ACCURATE booking a table of restaurant.	3.71	3.53	1.38	0.168
I think with internet would be more ACCURATE for ordering food from a restaurant.	3.63	3.59	0.25	0.798
I feel more CONFIDENT about the restaurant when using online services.	3.12	3.19	-0.50	0.617
I think it would be better to combine both methods to assure my order.	3.40	3.78	-2.57	0.01*

Note: * indicates statistically significant differences between groups at $p \leq 0.05$

An independent sample t-test between Nationalities and variables as Easier for ordering food, Convenient and Accuracy on booking tables and ordering food, shows statistically significance meaning that Foreigners are more likely to use internet methods. Nevertheless Thai nationality will be will to use combine methods to assure the orders that they will purchase

Table 3.12 Independent Sample t-test of variables by Nationalities.

Question	Mean		t-test	
	Thai	Foreigners	t-stat	p-value
	(n=206)	(n=122)		
I think with internet would be EASIER booking a table of restaurant.	3.35	3.57	-1.81	.070
I think with internet would be EASIER for ordering food from a restaurant.	3.29	3.55	-2.10	0.036*
I think with internet would be more CONVENIENT booking a table of restaurant.	3.29	3.71	-3.15	0.002*
I think with internet would be more CONVENIENT for ordering food from a restaurant	3.25	3.65	-2.98	0.00*
I think with internet would be more ACCURATE booking a table of restaurant.	3.50	3.78	-2.09	0.03*
I think with internet would be more ACCURATE for ordering food from a restaurant.	3.50	3.77	-2.09	0.03*
I feel more CONFIDENT about the restaurant when using online services.	3.07	3.31	-1.79	0.073
I think it would be better to combine both methods to assure my order.	3.75	3.37	2.52	0.01*

Note: * indicates statistically significant differences between groups at $p \leq 0.05$

Pearson Chi-Square test was conducted in order to determine in frequency of booking tables and ordering food by phone between nationalities and the test shows significant differences between Thai nationals and foreigners, showing that booking tables in Thailand is not common with the Thais neither foreigners with 53% and 59.3% respectively. People that order food from a restaurant by phone has a significant difference as well, showing that 36.3% of Thai nationality has order at least once per month order food from restaurants and foreigners with 50.8% have never order food from a restaurant in Thailand

Table 3.13 Pearson Chi-Square test of frequency of booking a table and ordering food for/from a restaurant by telephone in Thailand by Nationalities.

Question	Frequency	Nationality		Pearson Chi-Square		
		Thai (n=206)	Foreigners (n=122)	Value	d.f.	p-value
Frequency of booking a table for a restaurant by telephone in Thailand?	Never	53.00%	59.30%	9.5	4	0.04*
	1 per month	26.70%	23.70%			
	1-5 per month	18.80%	11.00%			
	6-10 per month	0.50%	4.20%			
	>10 per month	1.00%	1.70%			
Frequency of ordering food from a restaurant by telephone in Thailand?	Never	34.30%	50.80%	30.46	4	0.00*
	1 per month	36.30%	24.60%			
	1-5 per month	21.50%	11.50%			
	6-10 per month	7.80%	4.90%			
	>10 per month	0.00%	8.20%			

Note: * indicates statistically differences between groups at $p \leq 0.05$

Pearson Chi-Square test, shows again a significant difference for nationalities and methods on booking tables with 74.9% of Thai nationality who prefers telephone for booking a table while 56.4% of foreigners would rather use internet for this kind of service. For methods and nationality when ordering by phone also shows significant different with similar results with the question mentioned before. 77.2% of Thai nationals preferring the use of telephone in contrast with 61.3% of foreigners who prefer the internet for ordering food from a restaurant. The same test for preference of methods and genders, shows significant difference, 58.3% of the females prefer the use of telephone rather than internet for booking a table from a restaurant. 63.4% of the females prefer the use of telephone for ordering food from a restaurant, different from the males that would rather use the internet 56.2%.

Table 3.14 Pearson Chi-Square test of method preference with nationalities

Question	Methods	Nationality		Pearson Chi-Square		
		Thai	Foreigners	Value	d.f.	p-
		(n=206)	(n=122)			value
Preference of use telephone or internet for the booking a table?	Internet	43.6	56.4	31.03	1	0.00*
	Telephone	74.9	25.1			
Preference of use telephone or internet for ordering food from a restaurant?	Internet	38.7	61.3	47.5	1	0.00*
	Telephone	77.2	22.8			

Table 3.15 Pearson Chi-Square test of method preference with genders.

Question	Methods	Gender		Pearson Chi-Square		
		Male	Female	Value	d.f.	p-value
Would you rather use telephone or internet for book a table of a restaurant?	Internet	49.6	50.4	11.758	1	0.00*
	Telephone	41.7	58.3			
Would you rather use telephone or internet for ordering food from a restaurant?	Internet	56.2	43.8	1.867	1	0.172
	Telephone	36.6	63.4			

Note: * indicates statistically significant differences between groups at $p \leq 0.05$

Pearson Chi-Square test used for methods with group age for ordering food from restaurants, are significantly different and shows that telephone is still higher in most of the age groups, however the group age from 41 to 50 have the same percentage with 50%. Age group over 60 have a higher percentage for internet method, this may deviate from reality because the low number of respondents on this age groups.

Table 3.16 Pearson Chi-Square test of method reference by the age groups.

Question	Age Group	Methods		Pearson Chi-Square		
		Internet	Telephone	Value	d.f.	p-value
Would you rather use telephone or internet for booking a table?	Under 20	0.0	100.0	5.208	5	0.391
	21-30	35.6	64.4			
	31-40	34.5	65.5			
	41-50	45.6	54.4			
	51-60	42.9	57.1			
	Over 60	44.4	55.6			
Would you rather use telephone or internet for ordering food from a restaurant?	Under 20	16.7	83.3	14.27	5	0.01*
	21-30	34.0	66.0			
	31-40	32.6	67.4			
	41-50	50.0	50.0			
	51-60	25.0	75.0			
	Over 60	77.8	22.2			

3.2 Interviews with owners and managers of restaurants

The purpose of having more information from the owners and managers of restaurants and web site managers that provide this kind of services was to show how the industry is facing this trend with new competitive strategies to capture market. Semi-structured interviews were conducted with open-ended questions.

The use of e-services of restaurants in Thailand.

Most of the restaurants still use the telephone method, there is only a few of them that uses the internet for food delivery service. For booking restaurants they explain that internet would be a good idea for booking however, people still are not used to this kind of service. The e-service for delivery food in Thailand is relatively new, because the first type of service of this kind started on 2008. In the other side the online booking have been done basically with e-mails directly to the company without an outsource service and the bookings that are done by e-mail does not use specific reservations system or software. None the less, one of the restaurant managers mentioned the benefit of bookings “*The online booking is the best way to know how busy we will be on an specific hour of the day*”. One of the restaurant manager in Chiang Mai

mentioned that: *“These kind of services are interesting but still doesn't fit yet with life style of this city, traffic is not so bad, weather conditions are not extreme either, so people prefer to come to the restaurant than using a service of delivering food”*.

Challenges the restaurants are facing with e-service and marketing.

The main difficulties that managers are facing with the outsource service is that because another company is acting as a “middle man” they have to make a discount for them therefore, the orders that come from the outsource company are not a priority when the restaurant is it is working at its full capacity. Unfortunately this causes a bad perception of the restaurant.

Other points of view of the restaurant managers assure as very important to give these kinds of services to their customers, even though the sales through the internet methods are not representative but any alternative for a sale is always good. As one of the manager said *“This kind of service provides by a web-site, are practically new, does not representative even 2% of amount of our total sales but is still good to provide a different service to our customers”* and *“Is nice to have the opportunity for customer to have home delivery applying technology”*.

Restaurants are promoted on local news papers, flyers, magazines specialized in gastronomy, web sites with related information and “word of mouth”. Other said that they don't need to promote their restaurants because they have been established many years there and have a good clientele. Other restaurants managers believe that the web page has a very low impact on potential customers or with the existent ones and it is difficult to monitor how many people are coming to eat, however, social media such as facebook helps the restaurant to promote location or good experience of that a customer has had.

Bookings and orders that are placed by telephone does not have only one person in charge, usually waiters are the ones of taking the enquiries of the costumers. Most of them do not have any procedures or standards to follow. Few of the restaurants have standards or procedures when a request is placed from a customer by telephone. Other managers give the benefit to the system, *“The advantage of being on internet is that if we are full on the restaurant, no one need to deal with the customer on the phone and if the restaurant won't be able serve a table, the service can be suspended for a couple of hours. In that way may lose a sales through the internet but we will keep providing a great service without disappointing our customers”*.

The service provided by the outsource web page helps to reduce the costs, otherwise, marketing campaign for advertising, hiring a person who delivers the food and the use of the motor bike, if the amount of deliveries would not justify this service then the cost would be high. The outsource service get the 15% of the total bill, so the restaurant doesn't have to pay any fee, thus reducing the costs. Reservation would not have a high cost just train the staff properly for picking up the telephone in a good way. Managers also mentioned that *“With the bookings, the restaurant can get prepared and forecast the number of staff in advance so the service can be ready, optimizing rotation of seats”*

Current demand of e-services and managing of the customers information

Thailand is a country that is not used to ordering online, services of booking online or ordering are not representative on the monthly sales, just from 1 to 3% which is very low at the moment so it has not made any difference at the moment.

The access to the customers, unfortunately is managed by the web site that provide the services of ordering food, in the service of online booking, the service is delivered to the customers because they will come to the restaurant. When a customer comes and it is a regular customer, the restaurant will know some of the preferences like basic information of date and time for the reservation, number of people booked, preference of non or smoker seats, contact phone number, e-mail, allergies to certain condiments or food and if some reservations includes special occasions or more details.. For ordering online, the restaurant also know the preferences of the customer but still doesn't know who is going to be deliver, so there is no contact at any moment.

Even though the contact with customers that have made the online reservation, there is no way to keep a close record of them. The restaurant relies on waiters that would remember their usual picks, but further than that there no systems for recording.

Quotations from restaurant managers

“Also if I run out of a specific product, they can cut it from the web page, just need to inform them and the problem is solved in seconds”.

“The service is good for customer that work at office and have short time for lunch, especially managers”.

“The service is provide mainly to foreigners that have difficulties with the language”.

3.3 Interviews with web site managers that provide food delivery service.

The purpose of the interviews with web site managers that provide a delivery service was to gather information on how can the restaurants can have a marketing advantage. Semi-structured interviews were conducted with open-ended questions to Chefxp.com and Foodbyphone.com.

Current situation of e-service providers

The companies that provide the e-services in Thailand are relatively new. In the case of Foodbyphone.com, they operate with this system of online orders since 2007 one year later Chefxp.com started their activities in Bangkok. However, both companies still use the traditional method by phone. At the beginning people were reluctant to order by internet, but after they got used to the system and the easiness of using it, there was no problem. As mentioned before, the companies are still not able to rely on technology because if there is any inconvenient the company would have to solve the problem through the call center. *“As long as the customers are satisfied, the lack of personal contact will not be a problem for them. Even though we still have a call center to deal with problems that can occurred in the process”.* That is why web site managers also say that the evident growth of internet users does not mean all their business is done through this method.

On the food delivery 85% of the transactions are done face to face when the food is delivered, therefore the fear of payments online is not a barrier for customer to use the service. The other 15% of the transaction are done with credit card are linked with the local banks and the payment is done through them, avoiding any feeling of insecurity. As one of the manager said, *“The only fear of purchasing online would be credit card fraud, but in our case you can pay cash and you will pay it at your door”.*

Challenges of e-service providers

As in any industry or business, difficulties to adapt this system that was developed in a western country. The main challenge is to adapt it to the lifestyle of Thai people and in Bangkok and in Chiang Mai, the system has had only a good reception on mostly foreigners. Consequently the market is limited to expats and it has been very difficult to approach the Thai market for this kind of service, having a limitation because the local market does not feel comfortable with them. The manager of Chefxp.com mentioned that: *“The bulk of our customers are foreigners that order online but for expanding the business we are trying to capture more Thais, and also that right now are more likely to have a phone than a computer”*.

The competitive advantages of the online companies on e-commerce are the enormous potential for small and medium restaurants to compete on this market place. Even though, Thailand has a small penetration of internet, the industry is on development with customers. One of the reasons the companies are in the market are because the companies are thinking in the long term.

Promotion and advertisement of the e-service providers.

The web sites are mainly advertisement is through direct e-mail with a informational newsletter. But to reinforce the web site offline advertisement, Foodbyphone.com has launched a magazine that has all the menus and promotions. For Chefxp.com, provides to their customers as offline advertisement, flyers on the restaurants that they work with. Foodbyphone.com manager explain that *“Still the web site by it-self is not enough, printing a book, monthly news letter, competitions, give away, follow up complaints is needed to keep a close relation with our customers”*.

On the technological side, improving constantly and keep the technological advances are the main improvements the web site has to do, as well as keeping it simple for the users. But there are also new ways as social media, blogging and constant updates of the current events of the restaurants that has to be improved. The problem that food delivery service is facing is that when the customer place an order from different restaurants, the of delivery can take from 45 minutes to 90 minutes depending on the location of the restaurants that the food has to be picked. So the main problem is logistic for the delivery.

Target groups and the use of CRM

Repeat guests are very common for the company because once the customers gets used to orders on the internet, it is more difficult for them to go back to the traditional method of the phone. The method we offer fit the life style of people that are using the internet every day or have easy access to a computer and once they get use to the system and the way it works, is very easy to use it. *“Customers use our services regularly because they rely on technology”*. The companies have a close relationship with the customer, in the way, knowing the full name, different address for delivery, birthday, preferences of food, among others but the web site still need to improve their CRM service with them for performing a better service.

As mentioned before, expats living in Thailand are the target market that is approached the most, executives of mid and high levels of organizations and teachers. We have different ranks of price levels depending on the quality of the restaurants. The target of locals in Bangkok is just the 10 to 15 % of our customers and they are on executive positions as well. Chefxp manager said that *“The target are the expats 30 years old plus, males. There is a large number of English teachers that are our low end purchase. In which our margin is lower but, in the other side, our 40 years old plus customers, with managerial rolls give us less volume but higher margins. However younger generations will be the one who cope the market”*.

Requirements for using the online system for deliveries are, good standard in packaging, hygiene standards, good reputation of the restaurant and also one of the most important things is that the kitchen of the restaurant needs to be efficient for preparing the food in a short period of time even if the are busy.

Complaints of customers are the ones a restaurant can usually have. An example is that if the customer is very hungry and the order was placed, after few minutes he will be complaining about the time that has passed and the food hasn't arrived yet, but that is a matter of perception. Another complaint can be that because of the way the food is packaged and not served on a plate the size of the portion can look less or smaller. *“Another advantage is that on internet the order will be written down and you will have a prove of what was the order, in contrast with the phone were there can be misunderstandings with while making the order”*.

Quotation from web site managers

“Right now our market is divided on 60% of phone calls and 40% by internet, but in a near future the internet will take over the phone”.

“With the time more and more the internet will take over”.

“In Thailand for expat is a disappointing experience due to the difficulties of the language and communication, so the lack of personal contact is more an advantage for our expats customers”.

“This service provide the opportunity to the restaurants to have extra sales, because it is a sale I would not be made”.

“The internet is very flexible in managing, the menu on the web always reflects the really. In contrast with menus that have been printed will last at least 6 months keeping a higher cost for making changes while on the internet it can be done within 30 seconds with no cost at all”

“The main target we want to develop are young professional Thais, recent university graduates up to 35 years old. In many cases we will inherited from the restaurant were usually buy from”.

CHAPTER 4

SUMMARY

The aim of this chapter is to conclude, analyze the findings and make recommendations to restaurant managers and companies that provide the e-services for restaurants in Thailand. The study explores that the current situation of the market for the online services that restaurants can provide in Thailand with a developing platform for e-service on the food industry in a non exploited market place such as Bangkok, Phuket and Chiang Mai. The use of marketing on ICT, applied on restaurants can make them gain a competitive advantage, providing benefit to their customers and establishing loyalty in the saturated market of the food industry. Companies that applied innovations for building strong relations with their customers will be able to succeed reflecting profitability and continues growth.

The objectives of this research were: (1) Evaluate the current situation of the e-services offered by restaurants in Thailand, (2) analyze the demand for orders and booking restaurants through internet, (3) investigate the challenges for developing e-service strategies for restaurants in Thailand, (4) propose alternatives for applying new e-service strategies for restaurants in Thailand.

The target populations of this study were 3 main groups; first were potential customers for this kind of services, second restaurant managers that use or outsource e-services for their customers, and third the two managers of web sites that provide these e-services. The research was conducted using a mixed method (qualitative and quantitative). The primary data were collected by the use of questionnaires distributed online to existing potential customers of e-services from Bangkok, Chiang Mai and Phuket. E-mails were sent to a data base of 4,000 e-mail addresses, only 331 were returned for the quantitative research. The collected data from the questionnaires was analyzed in SPSS 17.00 for Windows, which facilitate the presentation and analysis of the information. And for qualitative research 14 in-depth interviews with the second and 2 third target group of managers that provide this kind of service.

4.1 Summary of main findings

The aim of this research was to identify the main challenges for e-service as strategies for restaurants in Thailand.

The main result of the quantitative data indicates that the majority of the respondent's profile explained in detail in Chapter 3 were 56% are female and 44% are male. 44% were between the ages 21 to 30 and 27% were in the age range of 31-40. Thai nationals accounted for 62% and 38% were from different countries. On the education level of the respondents 46 % had a bachelors degree, 34% had a master degree and 9% a diploma. In terms of profession, 28% were employees, 21% managers and 14% students. In the monthly income 32% of the respondents earned between 25,001 to 50,000 THB. In terms of type of internet connection, the majority used ADSL/DSL.

From the quantitative data analysis, SPSS program was used to determine demographic profiles with frequency and percentages. An independent t-test, one way ANOVA and Pearson Chi-Square test were used with the descriptive statistics in order to identify preference of methods for booking tables and ordering food online. Also variables of reliability, control, service oriented and convenience of the potential customers were tested with demographic characteristics to determine the profile of the potential customers and the preferences for using these services.

Qualitative analysis was made through interviews with manager of restaurants and the managers that provided the online service delivery. Interviews with opne-ended questions regarding the way the food industry is adapting new technologies for communication, marketing and the relevance of creating CRMs for their customer.

Questionnaire respondents' perception of the factors they believe are important for using one method or another were measured with four variables: convenience, reliability, control, and service oriented. For booking tables and ordering food, approximately one third of the respondents agreed on the variables of easiness and convenience to use internet rather than the telephone. While for booking tables online 28.3% strongly agree this method would be more accurate and 28.8% agree on the accuracy for ordering food on the internet. Respondents still don't feel confident for using only internet services, 39.0% neither agree nor disagree, leading to

the next question that 32.9% would preferred to use both methods, internet and telephone, to assure their orders while using internet methods.

Respondents' opinions on the variables mentioned before were tested with One-way ANOVA test and LSD post-hoc test was used to measure statistical significance. The test was done amongst age groups, monthly income, education levels and profession.

Generally speaking respondents on age groups from 21 to 50 are more likely to use internet methods. Statistically significant difference on Easiness, Convenience, Confident and combine both methods internet and telephone was found. Accuracy was the only factor that didn't show any statistically significant difference. The mean from the group ages that are under 20 and over 51 may be misleading due to the low number of respondents.

The same One-way ANOVA test and LSD post-hoc was used on respondents' opinions among monthly income shows that from 25,000 THB and higher, there is statistical significant difference perceiving that it is *easier and convenient* to use internet method to order food. The findings also showed that the people that have higher incomes starting from 50,000THB and more that 100,000THB show the highest means.

Education level and profession were tested too. In general terms respondents with higher education level are more likely to use internet methods. Profession as managers and professionals (layers, doctors, engineer, etc) are more likely to use internet methods. According to the interviews with web site managers that provide these services to restaurants, their target group of customers are expats with at least some higher degree of education and on managerial positions, so the analysis on these groups with the variables for purchasing online have concordance meaning that for focusing a marketing target group, at least should be people with a bachelors degree or higher and that are working on managerial positions as they explain: *"Our target are the expats 30 years old plus, males. There is a large number of English teachers that are our low end purchase. In which our margin is lower but, in the other side, our 40 years old plus customers, with managerial rolls give us less volume but higher margins"*.

Independent sample t-test shows statistically significant difference between genders and combings methods, meaning that female respondents will be willing to assure their order by using both internet and telephone methods. The same tests with Nationalities and variables, shows

statistically significant difference on Easier for ordering food, Convenient and Accurate booking of tables and ordering food, shows statistically significance meaning that foreigners are more likely to use internet methods. Nevertheless Thai nationality are be willing to use combine methods to assure the orders that they will purchase. Once again these shows that Thai nationalities are not using the internet for commerce as a main purpose and shows as well why the web site services providers are more focused on expats they explain *“Our target market is 90% of expats and 10% of locals. This system as it is, appeals mostly to foreigners”*

Pearson Chi-Square test was conducted in order to determine the frequency of booking tables and ordering food by phone between nationalities. It shows significant differences where the frequency booking tables on the telephone is not common with in the Thais neither foreigners. People that order food from a restaurant by phone has statistically significant difference as well, showing that Thai nationality has order at least once per month order food from restaurants this coincide with the restaurant managers opinion: *“These kind of services are interesting but still doesn't fit yet with life style of this city, traffic is not so bad, weather conditions are not extreme either, so people prefer to come to the restaurant than using a service of delivering food”*

Web site managers say that: *“Right now our market is divided on 60% of phone calls and 40% by internet, but in a near future the internet will take over the phone”*. This quotation coincides with the Pearson Chi-Square test that shows again a significant difference for genders and methods for booking tables. The preference of Females with 71% is booking a table on the telephone with similarity on preference with 52% Males that would use the telephone.

4.2 Discussion

4.2.1 Objective 1: Evaluate the current situation of the e-service of restaurants in Thailand

Objective 1 seeks to understand the actual situation of the market of the e-services for restaurants. Three populations (Restaurant managers, Web service providers and potential customers) were identified. The results of surveys and interviews are presented below:

As the researches has indicated, the trends are directing the use of technologies adding value to the customers for providing a greater overall experience online purchase. Restaurants should decide which method appeals to their kind of services or type of food. This is because not all kinds of food or cuisine will be able to be deliver with good standards as served at the restaurants and vice versa, not all kinds of restaurants can have booking tables if the restaurant works as a fast food concept or casual dining concepts. In this way restaurants can improve services with better communication, with higher standards and reducing possible human errors and lowering their cost by using these technologies. Another key satisfactory point is the one Fitzsimmons (2008) presents, mentioning that delivery process after an online purchase is closely related to the time of delivery. Meaning that the shortest period of time for the product to be delivered, the satisfaction of the customer will be higher. This is one of the problems the companies that provides the services are facing due to the process that after the order is placed because the process until the delivery is done, this can takes a longer period of time because the restaurant is not the one who delivers, even more, when the companies have to take the order from different restaurants.

Generally speaking, the respondents' perceptions of factors they believe are important for using telephone method or internets were measured. For booking tables and ordering food, the respondents agree that would be easier and more convenient respectively, to use internet rather than telephone. While for booking tables online is one of the methods that respondents strongly agree and this would be more accurate. The result also shows that respondents do not feel confident on using only internet services. This because they do not rely on them and still preferred some contact with the service provider for double checking that the service will be delivered. However to overcome they are open to combine methods to feel more comfortable when using these services, this would be at least at the beginning until the customer will be familiarized with the system.

The findings clearly showed that the target population is mainly among 21 to 50 years old. Showing the reception to the variables as easiness, convenience, accuracy and confidence for these groups ages. However, e-commerce is not so popular, the new generations are using more often the services on internet, giving e-commerce and e-services a good prospect for developing the business. Laudon (2004) also explain that the trend of "purchasing online" is getting more

common and people are getting more familiar with the use of internet, giving a superior service easy to achieve and with less human errors. These is ratify what web site managers said about their target market which will be the younger generation and now, people that are 30 years and more. Also as Alam and Chaipoopirutana (2009) mentioned, purpose of the use on internet are others than commerce but the projection of growth over the next 10 years are very significant and the target market are the young generation. This clearly shows that the potential of the business in the coming years is significant and the Thai preference of purchasing and use of internet will change towards this trend.

Tests also showed that income is another factor for determining the easiness and convenience for the use internet methods with potential customers. Respondent's with high income are more likely to use internet and e-commerce, this is due to the cost of using technology and the internet connection is still high. Even though, the costs have been reduce considerably compared with the beginning of the century, this still limits access for customers. With the years the accessibility to technology and internet is becoming cheaper, this will enable and developing more e-services in all the industries that are on the internet market in the coming future.

The evolution of the web sites that provide the e-service in Thailand started around 2005 with improving their operating systems such as, friendly and functional designs of their web pages focus on the convenience and easiness of use for the customers have been evident. The potential of the business related with customer services and the growth of the market in the future will be important for the food industry. on the other hand, restaurant managers have not made enough efforts on providing extra services or add value to their products. The methods for promoting and advertising their products rely on same techniques that have given them results such as "word of mouth", off line advertisement, and public relations. The most common way of advertisement is through the magazines that are specialized on restaurant reviews. Few of who mention efforts of exposing the restaurants on sites as Facebook or other web site on the internet obtaining few or no results. Restaurant managers have been reluctant in exploring new channels of distribution even though they agree that it will save cost in the long term.

4.2.2 Objective 2: was to analyze the demand for orders and booking restaurants through the internet

This objective is to understand how restaurants and customers are interacting and using these services for restaurants on the internet.

With the evolution of the ICT, systems and process has become easier and effective. The impact of these technologies and systems in restaurants should not be the exception. As Kandampully (2002) mention, the hospitality and the service industry, the impact of this technology has helped to make a difference in improving the services in a faster and precise way.

The percentage of experience of purchasing on internet products and services in Thailand is high with a 84 percent as mentioned before. However, the frequency of purchasing is still very low and drops drastically to half of the percentage that had experience a purchase once per month and followed with one third of the respondents that purchase from 1 to 5 times per month. The percentage mentioned before of the frequency shows how is the use of internet for purchasing products on the internet in Thailand, coinciding with the interviews with web managers that provide online orders for deliver, saying that their main target are expats and just a few of local's are user's of this service.

Also the use of the telephone for booking and ordering food online are not so high either, 54 percent of the respondent's have never booked a table by phone followed by 25.4 percent that does it at least once per month. For ordering food with the traditional method, 40 percent have never order food on the telephone and 32 percent does it once per month. These numbers coincide with interviews with managers that believed that Thai people still preferred to go out dining at the restaurant because weather conditions and traffic are not so extreme. On the other hand this number are different from the response of the web site managers saying that the Bangkok lifestyle of a big city the using of these services are growing because people are having shorter time for lunch and distances are getting longer, so people preferred to use this service that facilitate lifestyle.

The rating for service that is provided with telephone, is qualified as fair by the respondents with 45 percent of them, followed with the perception that the service is good with 30 percent. Also the respondents show preference while booking table by phone with a 60 percent of the respondents, however internet is preferred for ordering food online with 61 percent. This show that people will be willing to use internet methods even though, there is a high inclination on the use of the telephone.

Internet penetration in Asia is still very low compared with other regions as North America and Oceania/Australia, ratifying the usage of internet has other purposes as The Nielsen Company, (2008) cited by Alam and Chaipoopirutana (2009) shows that Thai users are mainly using internet for access to e-mail, check instant message or social networking rather than e-commerce. Independent sample t-test between Nationalities and variables coincide with this affirmation of the web site managers that provide the services where in chapter 3, Table 3.9 all the means regarding the variables of easiness, convenience, accuracy and confidence are higher when using internet use within Foreigners in all the cases than Thai nationality. Also a problem that the companies who provide the service are facing is that there are not web pages with these services in Thai language, limiting the target market mainly to foreigners and underestimating the potential the local market of 16 million Thai internet users (The Nielsen Company, 2008, cited by Alam and Chaipoopirutana, 2009) versus a low number of Foreigners.

Findings regarding the use of both telephone and internet to assure the orders and bookings, were the mean for Thai nationality is higher. This shows that Thai nationality is willing to use these services and there are opportunities for the companies to provide newfangled services, developing the local market. The services will have to give extreme importance on CRM to give the confidence that Thai customers are looking for.

For defining the profile of the target market that e-services as e-marketing strategies should be oriented on this way: people from 20 to 50 years old, level of education from bachelors degree and more, monthly income starting from 25,000THB and higher, and professional as doctors, engineers or lawyers (as an example) or people with managerial positions. However, the role of e-services and information gather of the consumers will give a better report of the users and create a closer relationship among both parts. Were developments on internet and software

have created CRM using the database information that has been stored, giving the business a competitive advantage to personalized with as much details as possible as Xiang et al., (2006) mention as a important task for hospitality and tourism businesses.

Generally speaking, respondents seems to agree with these new methods for booking tables or ordering food, restaurants should encourage them to use technologies and their facilities to obtain better results. Promotions and incentives should be constant for using online service to create habit among the users and to position the services in the customers mind. However the usage of internet in Thailand is still growing and on the coming years this kind of applications will be easy access and consumers will be more used too. The internet and its way of use for access to e-mail, check instant message or social network, will change in Thailand as other countries were purchasing on internet by the point of view of the consumer is very easy, safe and highly demanded.

4.2.3 Objective 3: investigate the challenges for developing e-services as marketing strategies for restaurant in Thailand.

Objective 3, seeks for identify the challenges on e-services offered in Thailand, problems and weakness that industry is facing.

Not 100% comfortable: A challenging factor is that the respondent's are not comfortable to use online methods, especially Thai nationality. Foreigners are more open to use these services one of the reason as the web site service provider mentioned, due to the limitation of the communication of the language and because most of them comes from countries that the use of internet and e-commerce is more common and developed . Therefore for Thai nationality, the combination of online and offline methods for reservations and ordering food is important. The methods could be combined, for example after customers have gone through the process of an online purchase or booking , make a confirmation call to assure and give security to the customers that the product is on the way or that the booking has been done. This process would give more confidence to people to use online services, but making the process lasting a few times more until the customer feels confident by relying on the service.

Reputation and credibility: The opportunities for sellers and buyers that the market can offered are listed as Napier et al. (2008), such as decrease cost of operation for sellers,

increase speed and accuracy of the information, wider product availability, customized and personalized information, 24 hours of a day, 7 days a week, among others. As the web site managers commented, the accuracy of the information is an advantage for the company. This accuracy on the service will create loyalty within their customers as one of the attributes of CRM. However, if in the process there occur a problem and there is no follow up with the customer, credibility of the restaurant as well as the service offered will lose the reliability, affecting the objective of providing such services and also creating inconvenience for connecting more customers, increase the sales, profits and market their product. Therefore reputation and credibility of a company has to be managed carefully so this will not be spread as fast as a viral marketing campaign, but in a negative way

Updated technologies: Wolfgang and Galit (2008) explain how electronic commerce has become popular in the recent years. The trends of internet and its exponential growth of users can't be denied, showing that in the future e-commerce will be the main sales channel not many products and the food industry will not be the exception. The providers of the service will have to update technologies and services to keep track of the market and its evolution. The analysis of the data shows that respondent's are not familiarized with services provided by restaurants even showing that frequency of purchase is very low per month.

No customer data base: Restaurants that gather some information of their customers, do not use it to provide a better service and neither keep track of the information. Information from customers is very important to provide a personalized service and even more useful when it applied with online services. Problems and complaints can be solved easier with the use of previous information gathered.

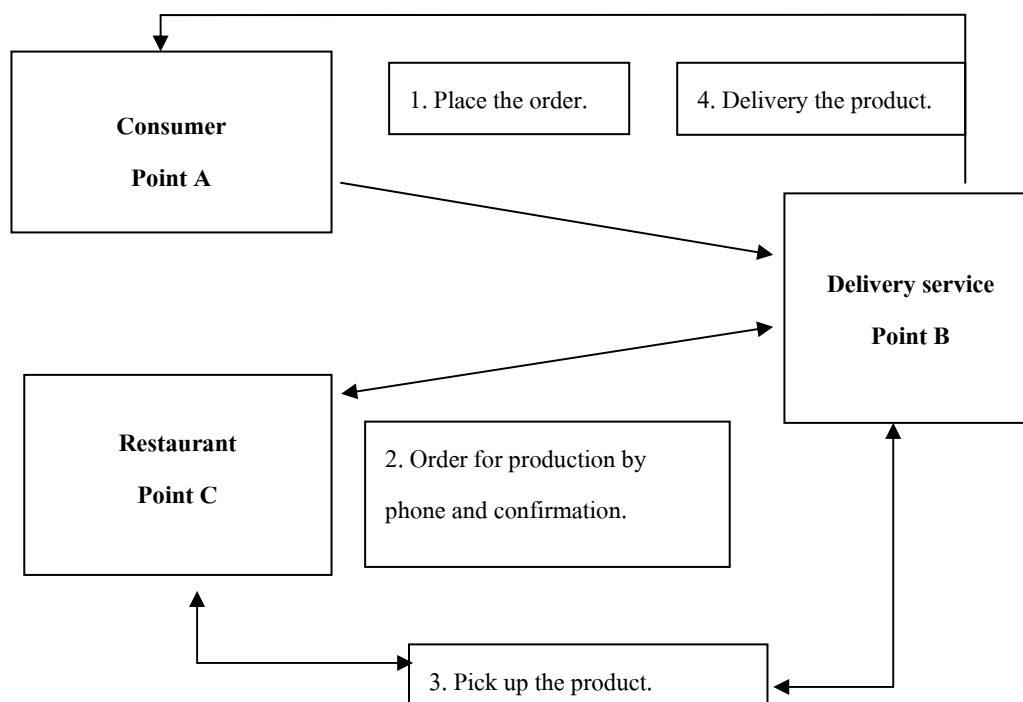
Delay deliveries: Fitzsimmons (2008) explains that satisfaction of customers on the delivery process after an online purchase, is closely related to the time of delivery, having a higher satisfaction when the period of time for the product to be delivered is short. Web sites that provide services are having problems with the window delivery because the logistic of delivery. Mechanisms for a fast reply should be applied, involving the restaurants in the service of the delivery.

The use of social media: as a marketing communication tool should go further than just using Facebook or twitter for creating a site of people that follow. It is not enough to keep an their brand position on the mind of the customer. Social media is how has to interact and update and give promotions of specialties' of the chef's as an example. They have to be continuously changing and constantly posting to create expectation and need for using or consuming the products. A part of being a channel for promoting the restaurant, social media should interact with the web page driving traffic for the use service too.

4.3 Recommendations

The researcher found that one of the main problems that the web sites are facing is the window time for the delivery. When an order is place, the distance and the steps in the process after the order is placed are too long for an industry where the attention has to be as quick as possible. Figure 4.1 shows the actual process of how the tow companies that provide the service are operating in Bangkok.

Figure 4.1 Delivery process of companies operating in Bangkok.



The researchers believe that online delivery needs to be provided through the web page that is specialized on ordering and just facilitate the service, without the “middle man” for the delivery that is in the process. In that way the order will go straight to the restaurant and the same will make the delivery (Figure 4.2). The order will have to be placed through specific software involving only the restaurant and the customer in the whole process. Also the same function that is provided through the web page of the restaurant with the service the company provides, this will allow restaurants to reach a wider audience. Those customers that are familiarized with the restaurant might approach it directly, but others searching through different cuisines and options might be better placed to discover the restaurants through specialized online food ordering websites. Initiating a one way, request/response, and a peer-to-peer conversation as Newcomer (2002) present the way to communicate, buyer and seller in a interacting process.

Figure4.2 Delivery process suggested

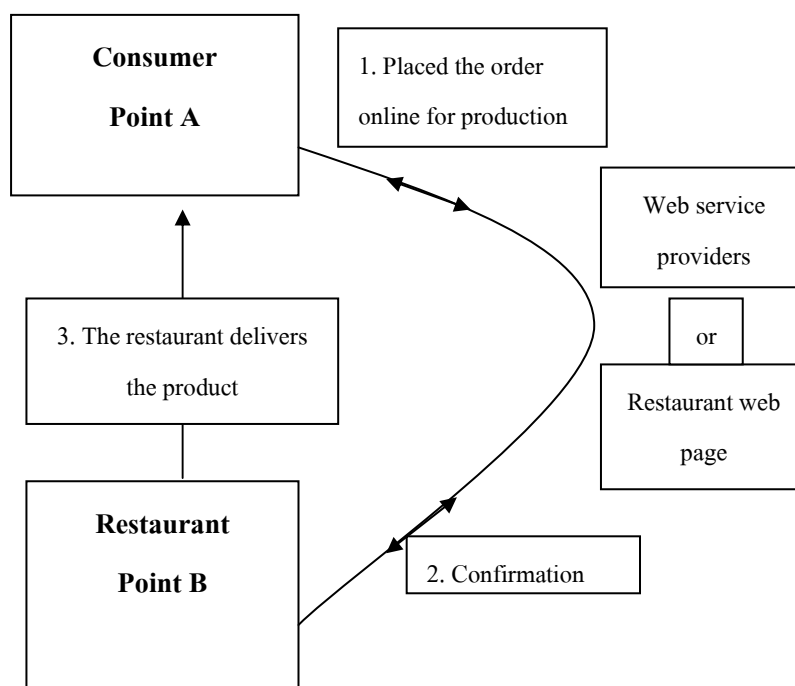
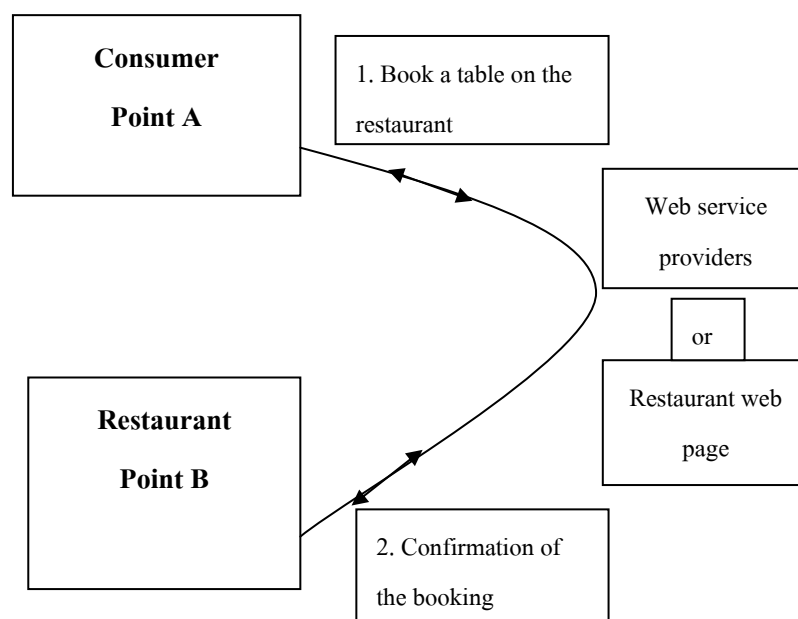


Figure 4.3 Booking process suggested by the author.



These methods will also create a strong Customer Relation Management, by collecting a database of all the preferences that customers can have managed by the web service provider. In that way when another purchase is made the system will give details of them anticipating the needs or the preference of the customer with information that has been already recorded on to the system. The restaurant will accomplish their main function that is making and serving the food, and the company that provides the service will just be the link between the customer and personalizing the service on the web page.

Another recommendation would be that the web pages should have the option to select in Thai language, allowing local consumers to access the services provides by the restaurants. Reaching the most important target market that has not been developed.

Web sites that provide online service should reinforce their services by helping to manage the restaurants social media channels, Facebook, Twitter and others as example of the service. This will help to create more traffic for the web pages, inducing customers to use the services.

Customer information should be given to the restaurants because even though, the web site provide the service, the customers are from the restaurants. The information gathered will help the restaurant to create new strategies focusing on covering the needs of the customers.

4.4 Limitations and suggestions for further research

1) The language barrier for the author has been one of the biggest limitations for the research. The statistics from the Department of Business Development: Ministry of Commerce or other governmental department with relevant information was unable to be used for the analysis. Statistics of the use of the internet in Thailand, customer behavior and trends of the development of technology were not found either.

2) E-commerce and online marketing topics researched are still new in some Asian countries and even in developed countries there is not many information available due to the newfangled of the topic. Therefore the literature review on e-marketing strategies for restaurants was very limited.

3) Ideally, the research should be more extensive for collecting data with restaurant managers and a bigger data base of e-mail address of people who live in the 3 cities of research conducted.

4) Other limitations was the lack of economic resources for making an extended research with interviews of restaurant managers and owners in cities like Bangkok and Chiang Mai.

4.5 Contributions of this research

1) The study fills a gap in the literature review on e-marketing for restaurants and e-commerce within the food industry.

2) The study gives an idea of customer relationship management in the restaurant business. Advantages that would be beneficial for the consumers to obtain what they like and companies to cover easily their needs.

3) The study shows that the Thai market is under estimated and that the potential for developing business and service is considerable.

4) The motivation of this research is not only academic; it aims to promote the use of internet in the food industry and providing a better service to the customers.

The recommendations could be used as a base for further action plan on e-marketing strategies for restaurants.

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APPENDICES

Appendix A: online questionnaires with potential customers of e-services.

E-service as marketing strategies for restaurants in Thailand

Case Study of Phuket, Bangkok and Chiang Mai,

This questionnaire is to collect data and information for research towards the Master of Business Administration in Hospitality and Tourism Management (International Program) at Prince of Songkla University, Phuket Campus, Thailand. Please answer the following question honestly. All individual information will keep confidential.

1) Gender

- Male Female
-

2) Age

- Under 20 21-30
 31-40 41-50
 51-60 Over 60
-

3) Nationality

- Thai Others (please specify)
-

4) Education Level:

- High school or less Diploma
 Bachelors degree Masters degree
 Ph.D
-

5) Profession

- Manager Owner/Entrepreneur
 Government worker Student
 Retired Unemployed
 Employee (sales, marketing, accounting, etc.) Professional(lawyer, doctor, engineer, etc.)

Other (Please Specify):

6) What is your monthly income in Thai Baht (THB)?

- <10,000 THB 10,001-25,000 THB
 25,001-50,000 THB 50,001-75,000 THB
 75,001-100,000 THB >100,000 THB

7) What kind of Internet connection do you have?

- 28.8 Kbps modem 56 Kbps modem ADSL/DSL
 ISDN Satellite EDGE or GPRS
 Cable modem T1 or better Don't know

8) Have you ever use the internet to purchase a product or a service?

- Yes No

9) If yes, How often do you use the internet to purchase a product or a service?

- Never 1 per month 1-5 per month 6-10 per month >10 per month

10) How many times have you **booked a table** for a restaurant by telephone in Thailand?

- Never 1 per month 1-5 per month 6-10 per month > 10 per month

11) How many times have you **order food** from a restaurant by telephone in Thailand?

- Never 1 per month 1-5 per month 6-10 per month > 10 per month

12) Would you rather use telephone or internet for the **booking a table**?

- Internet Telephone

13) Would you rather use telephone or internet for **ordering food** from a restaurant?

- Internet Telephone

14) What is your overall rating for the quality of the telephone operator that provides this kind of service in Thailand?

- Excellent Good
 Fair Bad
 Haven't used that service

15) Is the lack of personal contact a problem for you?

- Yes To some degree
 No

16) Please choose from 1 to 5 to compare Internet vs. Telephone service.

	1	2	3	4	5
	STRONGLY DISAGREE			STRONGLY AGREE	
I think with internet would be EASIER booking a table of restaurant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think with internet would be EASIER for ordering food from a restaurant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think with internet would be more CONVENIENT booking a table of restaurant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think with internet would be more CONVENIENT for ordering food from a restaurant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think with internet would be more ACCURATE booking a table of restaurant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think with internet would be more ACCURATE for ordering food from a	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

restaurant.

I feel more confident about the restaurant
when using online services.

I think it would be better to combine both
methods to assure my order.

18) What kind of advertisement would you like to receive?

- Special dinner
- Special promotions
- Events
- Chefs Special
- Other (Please Specify):

Appendix B:

Interview questions for restaurant managers

- Q.1 What kind of method does the restaurant use for ordering services or booking tables?
- Q.2 For how long have you been using the internet method?
- Q.3 What is the main problem the restaurant face by using the internet method?
- Q.4 Does the restaurant have its own web page?
- Q.5 Do you think is important to give these kinds of services to your customers?
- Q.6 How do you promote your restaurant?
- Q.7 Who is in charge of managing the reservations or the orders/booking that are made by telephone?
- Q.8 Is it a high cost for the restaurant having these services?
- Q.10 Had the service help to increase the sales?
- Q.15 Do you have access to the information of your customers?
- Q.16 Does the restaurant keep track of the information gather on the orders/bookings?

Appendix C:

Interview questions for website providers of the service for managers

Q.1 How long have the web page have been operating?

Q.2 Do you think that there is fear for purchasing online?

Q.3 Which has been the main challenge for the web page since it started?

Q.4 What is the competitive advantage that the company has?

Q.5 How do you promote your services?

Q.6 What is the frequency of repeated customers per week?

Q.7 Which is your main target?

Q.8 The lack of personal contact that the guest has can usually be a problem? How you manage that?

Q.9 What are the basic standards does the company requires from the restaurants?

Q.10 Does the company have a close relationship with the customers?

Q.11 What do you think the web page has to improve?

Q.12 Which are the complaints that you have from customers?

Q.13 What is the main problem that food delivery service is facing?

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