The impact of cultural identity and attitude-to-brands on customer loyalty in Vietnamese context

Long Vu Phi Hoang[1,2*], Hien Thi Thao Bui[1,2]

[1]International University, Ho Chi Minh City, Vietnam
[2]Vietnam National University Ho Chi Minh City, Vietnam
[*]Corresponding author: hoangphilongdt@gmail.com

ARTICLE INFO

DOI:10.46223/HCMCOUJS.econ.en.15.2.3124.2025

Received: December 11th, 2023

Revised: January 20th, 2024

Accepted: February 02nd, 2024

JEL classification code:

M1; M2; M3

Keywords:

attitude-to-brands; cultural identity; customer loyalty; customer satisfaction; employee service quality; food and beverage

ABSTRACT

In contemporary times, Vietnam is recognized as a country with significant potential, attributed to its remarkable advancements across various sectors. The food and beverage industry, in particular, stands out as a highly promising market within the nation. Furthermore, the franchising model, widely embraced by entrepreneurs venturing into the food and beverage sector, was a favorable approach to achieving the Vietnamese market. Of notable importance is the impact of cultural identity on the adoption of the franchise model abroad. Against this backdrop, this research aims to investigate how cultural identity influences customer loyalty. To achieve this, a theoretical framework was crafted, encompassing elements such as cultural identity, perceived cultural marketing, perceived quality of food and beverages, perceived service quality from employees, customer satisfaction, and ultimately, customer loyalty. Additionally, the study delves into the role of Attitude-to-brands in mediating the relationship between customer satisfaction and customer loyalty. The investigation involved 257 Vietnamese diners who had experienced foreign franchised restaurants or coffee shops, analyzed using Smart PLS 4. The findings reveal a positive influence of cultural identity on customers' perceptions of products and services, subsequently fostering customer loyalty. Furthermore, the study identifies attitude toward brands as a mediating factor in the intricate connection between customer satisfaction and loyalty. In essence, the insights gained from this research offer valuable guidance for franchise businesses seeking to enter or refine their strategies in the Vietnamese market. By uncovering the effects of cultural identification and customer attitude on customer loyalty, the study provides a foundation for informed decision-making and strategic adjustments in the dynamic landscape of the Vietnamese business environment.

1. Introduction

Vietnam stands as a developing nation on the global stage whose rapid economic growth has led to a burgeoning middle class and increased consumer expenditure. Consequently, the landscape of franchising in Vietnam has transformed, opening avenues for both local and international companies to capitalize on the country's impressive economic expansion from 2007

to 2020. According to the International Franchise Association, Vietnam secured the 8th position among the top 12 markets, highlighted as the most advantageous for global business expansion (Nguyen, 2020). According to Mr. Sean T. Ngo - CEO and Co-Founder of VF Franchise Consulting, said that: "As consumer tastes evolve in Vietnam and the globalization of businesses, cultures, and international travel increases, consumers will have ample opportunities to experience new food and beverage offerings that they may have experienced while traveling or studying overseas. A large population of over 100 million people and rapidly rising incomes in Vietnam makes the franchising sector promising over the next five to ten years" (VnEconomy, 2023, para. 8). Therefore, numerous large foreign food and beverage brands, such as KFC, Starbucks, McDonald's, etc., are experiencing growth in Vietnam. Within this context, the sector that attracts the highest number of foreign brand franchises in the country is the food and beverage industry, capturing a significant 41.31% share of the overall franchise market (Nguyen, 2020).

Particularly, during the initiation of their business, managers of food and beverage franchises must grasp the significance of culture as a pivotal factor for achieving success (Oh et al., 2019). Thus, comprehending the local culture becomes a vital component of success for international franchise brands aiming to enter new markets, fostering favorable consumer perceptions of the brands. Additionally, franchising is a distinctive business endeavor that necessitates careful oversight and guidance encompassing several pivotal aspects, including intellectual property, the transfer of business expertise, and the incorporation of traditional cultural elements of the host country. Furthermore, the culture of Vietnam embodies the sense of collectivism that characterizes the country's tradition of socializing among people and organizations (Dinh & Ho, 2020). Hence, cultural identity is an important key in shaping the landscape of Vietnamese business. Moreover, the Starbucks case studies in the Australian market reveal that when engaging in international business, franchise enterprises must closely consider the preferences of their customers attitude (Saini, 2019). As a result, while considering the impact of cultural identity, Attitude-to-Brands is a crucial aspect for managers of franchising businesses.

Furthermore, drawing from this research acknowledgment, there has been no prior exploration into the interlinked relationships among cultural identity, cultural marketing, customer perception of products and services, customer satisfaction, and customer loyalty concerning foreign franchised brands within the Vietnamese market. As a result, the aims of this study are as follows:

Examine the impact of cultural identity on food/beverage quality, perceived cultural marketing, employee service quality, and customer satisfaction.

Examine the impact of customer satisfaction, Attitude-to-brand to customer loyalty.

Analysis of the mediating role of Attitude-to-brands on the relationship between customer satisfaction and customer loyalty.

This paper applied the Stimulus-Organism-Response (SOR) theory (Mehrabian & Russell, 1974) and Hofstede's Cultural Dimension Theory (Hofstede, 2011) to develop the proposed framework. In addition, This research offers a broader comprehension of how cultural identity influences the strategies and operations of franchise businesses, enabling them to align with the preferences and trends of the Vietnamese populace. The findings from this study will significantly contribute to expanding the food and beverage-related franchising sector in Vietnam.

2. Literature review and hypothesis development

2.1. The relationship between cultural identity and food/service quality; perceived cultural marketing, employee service quality

Hofstede's cultural dimension theory (Hofstede, 1980, 2011) outlines six models for assessing culture within transnational societies. In terms of this, cultural dimensions represent distinct preferences for certain characteristics among nations, distinct from individual preferences. Notably, Vietnam exhibits a collectivist orientation, where cultural identity interconnects all individuals, and the relationship between the government and citizens is closely knit. This framework draws from various aspects of societal culture that influence the values of its population and how these values manifest in behavior.

In the cultural context, identification pertains to the occurrence where individuals within an ethnic group collectively establish agreement on their shared beliefs, values, and behaviors concerning individuals from different social groups (Groh, 2019). Individuals' cultural identities influence the cultural notions they adopt (Wan et al., 2007), which can help them promote cultural understanding in a multicultural setting (Laroche et al., 2021). When a company engages in cultural marketing, its focus should be on prioritizing the cultures of the local consumers (He & Wang, 2017). These findings indicate that businesses could develop strategies rooted in culture for their marketing efforts, achieving localization by integrating cultural elements into product promotion and advertising. This can be accomplished by establishing market-specific and cross-cultural marketing strategies (Wang et al., 2022). Hence, recognizing that achieving cultural convergence among nations is pivotal for success, companies must grasp and embrace cultural identity as a fundamental factor to thrive in the global market. Ethnic heritage significantly determines a person's global thinking, emotional, and behavioral patterns (Toh & DeNisi, 2007). As a result, the perception of customers based on the physical and intangible products they receive can be influenced by cultural identity. Vietnam's strong national identity significantly affects the Vietnamese people's views on cuisine and customer service standards. In foreign franchising, it is crucial to consider cross-cultural factors when designing food and beverage offerings and customer service protocols. This understanding of Vietnamese cultural identity allows for adjustments to meet the preferences of Vietnamese consumers. Therefore, the hypotheses in this case are as follows:

H1: The cultural identity of foreign franchising brands has a positive impact on Vietnamese customers' perceived cultural marketing

H2: The cultural identity of foreign franchising brands has a positive impact on Vietnamese customers' perception of food and beverage quality

H3: The cultural identity of foreign franchising brands has a positive impact on Vietnamese customers' perception of employee service quality

2.2. The relationship between perceived cultural marketing and customer satisfaction

While operating internationally, businesses should explore consumer demands across diverse cultures by analyzing the cultural context (He & Wang, 2017). Cultural marketing plays a pivotal role in impacting both the extent of consumer satisfaction and the likelihood of customers making repeat visits (Lee et al., 2019). Thus, companies must partake in cross-cultural marketing, which entails marketing within diverse cultural contexts (Wang et al., 2022). Furthermore, as franchise businesses expand into foreign markets, understanding the local

culture and employing an appropriate marketing strategy tailored to that culture is crucial. In Vietnam, franchisors typically use a standardization strategy when entering the market. This approach helps Vietnamese customers recognize both the brands and their countries of origin. Consequently, the hypothesis is as follows:

H4: The perceived cultural marketing has a positive impact on Vietnamese customer satisfaction

2.3. The relationship between perceived food and beverage quality, perceived employee service quality and customer satisfaction

As indicated by Liu and Jang, restaurant managers have the potential to enhance consumer satisfaction by prioritizing the quality of the dining experiences for their patrons (Liu & Jang, 2009). Clients will experience dissatisfaction when the provided service does not match their expectations, satisfaction when the service aligns with their expectations, and a sense of delight or utmost satisfaction when the service meets or surpasses their requirements (Uzir et al., 2021). Additionally, customers will be delighted if they value the service more than the price (Yi et al., 2021). Customers may perceive the point of the meal differently depending on their emphasis on experiential rather than utilitarian value (Wu et al., 2018). These researchers indicated that the percentage of customer satisfaction is contingent upon how they perceive the quality of food and beverages and the quality of service. Consequently, the ensuing hypotheses are as follows:

H5: The perceived food and beverage quality has a positive impact on Vietnamese customer satisfaction

H6: The perceived employee service quality has a positive impact on Vietnamese customer satisfaction

2.4. The impact of customer satisfaction

Across most business sectors, satisfaction is expected to impact customer loyalty positively. The extent of contentment that customers derive from their interactions with a brand has a beneficial influence on Word-of-Mouth marketing (WOM) (Babin et al., 2005), and it also continues to have a positive effect on the loyalty of customers (Sudari et al., 2019). Moreover, Customer satisfaction can also be regarded as the primary measure of success for the enterprise (Adikaram et al., 2016). In customer loyalty literature, customer satisfaction is crucial for achieving customer loyalty, which is vital for business success. When customers are satisfied with the products, it positively influences their attitudes towards the brands.

Furthermore, satisfaction influences customers' perceptions of businesses and their propensity for repeat purchases (Wong et al., 2019). The behavior of the client is shaped by their prior engagements with the company, its offerings, and the services provided (Maggon & Chaudhry, 2018). Thus, the correlation between customer satisfaction and brand attitude is highly interconnected. Therefore, the following hypotheses are put forward:

H7: Customer satisfaction has a positive impact on customer loyalty

H8: Customer satisfaction has a positive impact on attitude-to-brands

2.5. The relationship between attitude-to-brands and customer loyalty

Numerous enterprises work diligently to enhance consumer perceptions of their brand awareness to augment customer loyalty (Kim et al., 2015). Favorable feedback from customers

regarding businesses and brands is linked to enduring business outcomes, including increased revenues and brand loyalty (Ho et al., 2019). Consequently, the attitudes of customers must be recognized as a crucial element. The Starbucks case study in the Australian market serves as compelling evidence of the significance of customer attitude (Saini, 2019). Therefore, the importance of Attitude-to-brands is the key element for foreign franchising brands in achieving customer loyalty within the Vietnamese market. So, the following hypothesis is:

H9: Attitude-to-brands has a positive impact on customer loyalty

2.6. The role of attitude-to-brands plays as a mediating effect on the relationship between customer satisfaction and customer loyalty

Customer perceptions concerning a specific brand are denoted as their attitudes towards that particular name or trademark. Suh and Youjae investigated the connection between contented customers and sustained purchases by focusing on a single category of consumer products encompassing cosmetics and household items (Suh & Youjae, 2006). They concluded that "customer satisfaction had a direct effect on brand loyalty and a direct effect on brand attitudes, [...] and [also] an indirect effect on brand loyalty through brand attitudes" (Suh & Youjae, 2006, p. 151). Thus, this research suggests that customer attitudes toward the brand partially mediate the link between satisfaction and loyalty (Smith, 2020). As the shreds of evidence, the hypothesis is:

H10: attitude-to-brands plays as a mediating factor in the link between customer satisfaction and customer loyalty

2.7. Theories applied in this research

Hofstede's cultural dimension theory:

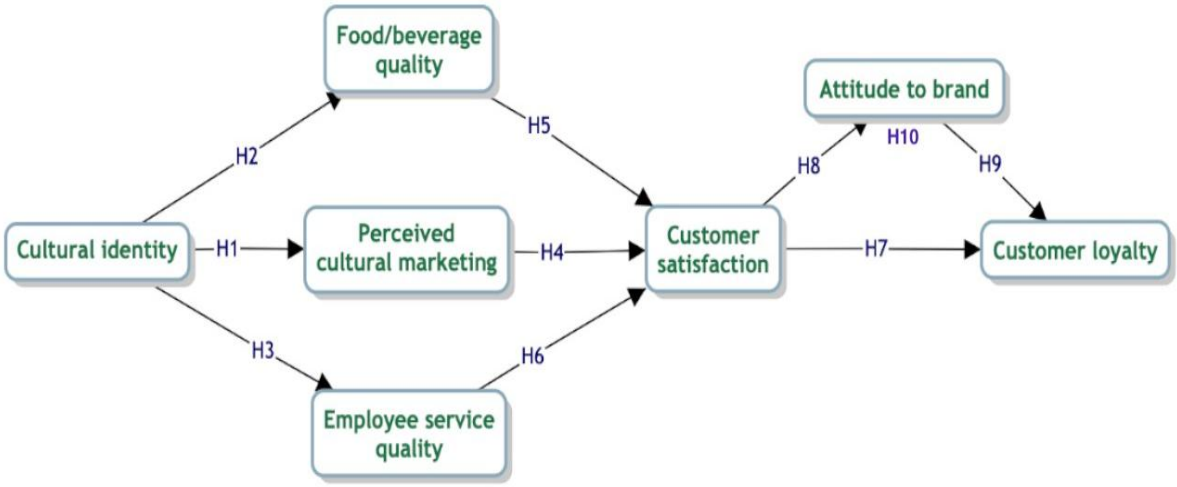
Geert Hofstede, a renowned Dutch social psychologist, devised Hofstede's Cultural Dimensions Theory as a conceptual framework for understanding and analyzing cultural variations among nations. Hofstede identified six cultural dimensions illuminating the reasons behind diverse norms, beliefs, and behaviors observed in different cultures. Notably, Individualism/collectivism (IDV) and uncertainty avoidance (PDI) were used as explanatory factors to investigate the influence of cultural disparities on customer evaluation, exploring the presence of culturally distinct and multi-reference effects (Hofstede, 2011). Consequently, Vietnam is a collectivist country, and the Cultural Identity of this nation will be regarded as a factor impacting customer perception, encompassing Perceived Cultural Marketing, Perceived Food and Beverage Quality, and Perceived Employee Service Quality.

The Stimulus - Organization - Response (SOR) theory:

The SOR (Stimulus-Organism-Response) theory aimto understand the interplay among environmental stimuli, psychological states, and individual responses (Mehrabian & Russell, 1974). In this study, the SOR theory serves as the foundation for the proposed framework, wherein the Stimulus factors comprise Perceived Cultural Marketing, Perceived Food and Beverage Quality, and Perceived Employee Service Quality. Customer Satisfaction represents the Organization factor, while the Response factor is denoted by Customer Loyalty. As a result, the proposed framework can be summarized as follows:

Figure 1

The Research Model



Note. Group of authors

3. Research methodology

3.1. Measurement

Every concept investigated in this study was developed using insights from earlier research and assessed using a widely employed psychometric scale known as the five-point Likert scale (from 1 to 5, from strongly disagree to strongly agree). The measurement tools used have been validated for reliability and precision. However, some terminology has been adjusted to fit the research focus and the specific context of Vietnam. Notably, evaluating cultural identity will involve using questions (Ab Karim & Chi, 2010). The perceived Food and Beverage quality was measured by five questions (Lai et al., 2009). Six variables were used to evaluate Employee Service Quality (Nguyen & Leblanc, 2002). Five queries were used to assess the way of Perceived Cultural Marketing (Mathe & Slevitch, 2013). Four items were used to measure Customer Satisfaction (Oliver, 2010). Four elements determine Attitude-to-brands (Putrevu & Lord, 1994). In the end, five queries were used to measure customer loyalty, which can be divided into two sub- dimensions: return intention and word-of-mouth marketing (Smith, 2012; Zeithaml et al., 1996).

3.2. Data collection and sample

This study exclusively relies on primary data collected through both online and offline methods. The utilization of both the offline form and the Google Form, accessible via a QR code, expedites the data collection process. As a part of the survey procedure, all respondents are informed that the gathered data will be used for research purposes. To enhance the validity and dependability of the forms, text responses are typically included.

A comprehensive survey was conducted in Ho Chi Minh City from April 01 to April 28, 2023, using a convenience sampling method to gather data from customers of food and beverage franchises. Out of 446 initial responses, 49 were invalid due to errors, leaving 397 valid responses: 140 for Vietnamese franchising brands and 257 for foreign franchising brands. This study aimed to understand how the cultural identity of foreign franchises affects Vietnamese customers' perceptions and behavior, therefore, this paper only focuses on the 257 responses related to foreign franchising businesses.

4. Result and discussion

4.1. Result

4.1.1. Sample characteristic

Based on the respondents' demographics, individuals who had frequented and visited international franchising establishments in Ho Chi Minh City's restaurants and coffee shops were categorized into three groups. Among the 257 respondents, 64.59% (166 respondents) were women, 34.63% (89 respondents) were men, and 0.78% (2 respondents) identified as LGBT+.

The age distribution revealed that the largest percentage was in the 18 to 24 age range, accounting for 61.87% (160 respondents), followed by the 24 to 30 age range with 33.85% (87 respondents), and the 30 to 40 age range with 4.28% (10 respondents). Among the 160 respondents in the 18 to 24 age categories, the majority were students, comprising 120 respondents. Office workers constituted the second-largest group, with 28 respondents, followed by freelancers, with 10 respondents. Businessmen and workers each had a single respondent in this age group. In the second age group (24 to 30), students accounted for 04 respondents, followed by freelancers with 22 respondents, office workers with 43 respondents, businessmen with 17 respondents, and workers with 01 respondent. Only 05 respondents in the last age range (30 to 40) were businessmen, followed by 03 freelancers and 02 office workers.

Among the student group, 69 members reported monthly incomes of less than 04 million VND, while 51 members earned between 04 and 10 million VND per month. Additionally, three members reported monthly incomes between 10 and 20 million VND, and only one member reported a monthly income exceeding 30 million VND. In terms of office workers, the highest income ranged from 10 to 20 million VND per month, a total of 42 individuals. This was followed by the income category of 04 to 10 million VND per month, which had 19 respondents. The top 03 income range of 20 to 30 million VND per month had 07 respondents, while the group earning below 04 million VND per month had 04 individuals. There was also one respondent in the group earning more than 30 million VND per month. In terms of the group of freelancers exhibited three income categories: 15 individuals earned between $10 and $20 million per month, 13 individuals earned between $4 and $10 million per month, and 07 individuals earned between $20 and $30 million per month. Regarding the businessman category, 13 respondents reported monthly incomes between 20 and 30 million VND, while an equal number of respondents (05) fell into the income categories of between 10 and 20 million VND and over 30 million VND. Within the Worker group, two members reported monthly incomes between 10 and 20 million VND.

Table 1

Demographic Characteristic

Variable	Group	Frequency	Percentage
Age	18 - 24	159	61.9
	24 - 30	87	33.9
	30 - 40	11	4.3
	Total	257	100.0
Gender	Male	89	34.6
	Female	166	64.6

Variable	Group	Frequency	Percentage
	LGBT	2	0.8
	Total	257	100.0
Occupation	Student	124	48.2
	Office Worker	73	28.4
	Freelance	35	13.6
	Business man	23	8.9
	Worker	2	0.8
	Total	257	100.0
Income	Under 04 million VND per month	73	23.4
	From 04 to 10 million VND per month	83	32.3
	From 10 to 20 million VND per month	67	26.1
	From 20 to 30 million VND per month	27	10.5
	Above 30 million VND per month	7	2.7
	Total	257	100.0

Note. Primary data from Google form survey, collected by a group of authors

This study examines foreign franchising brands in six countries: the Philippines, Taiwan-China, Korea, Japan, Turkey, and the United States of America (USA). For the USA, 98 responses were collected, representing nine franchise brands. Taiwan-China had 74 responses for seven franchising brands. Korea featured five franchising brands with 63 respondents. Japan had seven responses involving two franchising brands. The Philippines and Turkey each mentioned one franchising brand, with 11 respondents from the Philippines and 07 from Turkey.

Table 2

Franchising Brands

Host Country	Foreign franchising brands	Frequency	Percentage
USA	KFC	36	36.7
	Domino Pizza	3	3.1
	McDonald's	24	24.5
	Pizza Hut	10	10.2
	Popeyes	2	2.0
	Starbucks	8	8.2
	Dairy Queens	1	1.0
	Pizza Company	1	1.0
	Texas Chicken	13	13.3
	Total	98	100.0
Japan	Ishushi	4	57.1

Host Country	Foreign franchising brands	Frequency	Percentage
	Marukame Udon	3	42.9
	Total	7	100.0
Korea	Dooki	15	23.8
	Gogi house	14	22.2
	King BBQ	6	9.5
	Lotteria	27	42.9
	Spicy Box	1	1.6
	Total	63	100.0
China - Taiwan	Toco Toco	8	10.8
	Mixue	28	37.8
	Gong Cha	12	16.2
	Wujia Tea	5	6.8
	Kichi Kichi	3	4.1
	Koi The’	7	9.5
	Manwah	11	14.9
	Total	74	100.0
Turkey	Kebab Torki	4	100.0
	Total	4	100.0
Philippines	Jollibee	11	100.0
	Total	11	100.0

Note. Primary data from Google form survey, collected by group of authors

4.1.2. Measurement model

The data analysis and modeling in this study were conducted using Structural Equation Modeling (SEM) via Smart PLS 4. This methodology was selected due to its advantages, including not assuming a specific data distribution, its ability to handle complex models, its compatibility with reflective indicators, its effectiveness with small sample sizes, and its capability to directly and indirectly test relationships between unobserved latent constructs (Hair et al., 2016).

4.1.2.1. Convergent validity

Convergent validity refers to the metric’s ability to assess the concepts as outlined in related theories. Campbell and Fiske described it as a notable correlation between assessments of interconnected variables (Campbell & Fiske, 1959). Furthermore, Fornell and Larcker suggest that metrics such as Average Variance Extracted (AVE) and Composite Reliability (CR) are employed for assessing convergent validity (Fornell & Larcker, 1981). Differing from CR, which assesses the consistency of a measured variable, AVE gauges the extent to which the measurement variables capture shared information compared to individual information. The measurement model demonstrated satisfactory levels of reliability and validity. All factor

loadings were required to surpass specific thresholds (> 0.7), as evaluated by internal consistency reliability through composite reliability (> 0.7) and Cronbach's Alpha (> 0.7) (Hwang et al., 2021). In terms of the Average Variance Extracted (AVE), the value must be over 0.5 (Fornell & Larcker, 1981).

Table 1

Measurement Model

Variable		Construct reliability and validity, outerloading	
Cultural Identity (Ab Karim & Chi, 2010)	Cultural Identity	Cronbach's Alpha	0.700
		Composite Reliability (rho_c)	0.832
		Average Variance Extracted (AVE)	0.623
	CI1: I believe that I have a close relationship with people from X		-
	CI2: I Like to talk to other people about X		0.759
	CI3: I have a strong will to learn more about the culture of X		0.812
	CI4: In general, I am more knowledgeable about the culture of X than other people do		-
	CI5: If I am a people from X, I am proud to be a member of the culture of X		0.796
Perceived Cultural Marketing (Mathe & Slevitch, 2013)	Perceived Cultural Marketing	Cronbach's Alpha	0.864
		Composite Reliability (rho_c)	0.901
		Average Variance Extracted (AVE)	0.647
	PCM1: Y was full of the cultural atmosphere about X		0.777
	PCM2: It is easy to learn about the dining culture when using product from Y		0.811
	PCM3: The menu and service of Y well convey the culture of X		0.807
	PCM4: Culture of X is well presented in the menu and service of Y		0.825
	PCM5: Y can easily be considered as a brand related to X		0.800
Food and Beverage quality (Lai et al., 2009)	Food and Beverage quality	Cronbach's Alpha	0.792
		Composite Reliability (rho_c)	0.865
		Average Variance Extracted (AVE)	0.616
	FnB1: I was able to enjoy new style of food and beverage from Y		0.756
	FnB2: Y served various options for food and beverage		-
	FnB3: Food and beverage served by Y were tasty		-
	FnB4: Food and beverage served by Y looked tasty		0.783
	FnB5: Food and beverage served by Y looked fresh		0.791
	FnB6: The quality of food and beverage served by Y was good		0.807

Variable		Construct reliability and validity, outerloading	
Employee Service Quality (Nguyen & Leblanc, 2002)	Employee Service Quality	Cronbach's Alpha	0.853
		Composite Reliability (rho_c)	0.891
		Average Variance Extracted (AVE)	0.577
	ESQ1: Employees of Y provided what customer ordered precisely		0.744
	ESQ2: Employees of Y responded promptly to customer request		0.744
	ESQ3: Employees of Y were courterous and gentle		0.765
	ESQ4: Employee of Y were kind		0.805
	ESQ5: Employees of Y were knowledgeable about food and beverage		0.758
	ESQ6: Employees of Y showed positive facial expressionand were dressed in neat outfit		0.739
Customer Satisfaction (Oliver, 2010)	Customer Satisfaction	Cronbach's Alpha	0.789
		Composite Reliability (rho_c)	0.863
		Average Variance Extracted (AVE)	0.613
	CS1: It was a wise decision for me to eat or frink at Y		0.823
	CS2: I have always been impressed with the service of Y		0.711
	CS3: I believe that it was a right decision for me to eat or drink at Y		0.763
	CS4: In general, I am satisfied with Y		0.828
Attitude-to-brands (Putrevu & Lord, 1994)	Attitude-to-brands	Cronbach's Alpha	0.825
		Composite Reliability (rho_c)	0.895
		Average Variance Extracted (AVE)	0.740
	ATB1: Purchasing food and beverage through Y is the good decision		0.863
	ATB2: I think Y is a satisfactory brand		0.854
	ATB3: I think Y provides lots of benefits to customers		-
	ATB4: I have favorable opinion of Y		0.864
Customer Loyalty (Smith, 2012) (Zeithaml et al., 1996)	Customer Loyalty	Cronbach's Alpha	0.844
		Composite Reliability (rho_c)	0.889
		Average Variance Extracted (AVE)	0.616
	CL1: I will recommend others to Y		0.787
	CL2: Y is my first choice among another one		0.748
	CL3: I plan to come to Y continously		0.829
	CL4: I will provide positive comments about Y to others		0.777
	CL5: I will revisit Y next time		0.779

Note. X: host country
Y: Franchising brand
Data analysis process, conducted by Smart PLS 4 platform

According to Hair et al. (2016), they have recommended that the outer loading value for observed variables is considered meaningful when it is 0.7 or higher. This group of authors suggests that observed variables with outer loadings below 0.4 should be eliminated from the model. When the coefficient falls within the range of 0.4 to below 0.7, the decision to retain or exclude depends on the researcher's assessment in conjunction with indicators such as Composite Reliability (CR) and convergent validity (AVE) of that factor (Hair et al., 2016). In this study, variables CI1, CI4, FnB2, FnB3, and ATB3 exhibited outer loadings below 0.7 which have a negative influence on the convergent validity of the parent variable. Consequently, they were excluded from the analysis.

4.1.2.2. Discriminant validity

The square root of the AVE was required to exceed the correlation levels between two distinct constructs. Additionally, a sample size of more than 200 observations was necessary (Fornell & Larcker, 1981).

Table 4

Fornell and Lacker Criterion

	ATB	**CI**	**CL**	**CS**	**ESQ**	**FnB**	**PCM**
ATB	0.860						
CI	0.262	0.789					
CL	0.793	0.308	0.785				
CS	0.806	0.308	0.790	0.783			
ESQ	0.731	0.357	0.696	0.703	0.759		
FnB	0.724	0.314	0.684	0.738	0.783	0.785	
PCM	0.433	0.365	0.442	0.405	0.451	0.535	0.804

Note. Data analysis process, conducted by Smart PLS 4 platform

4.1.2.3. Common bias method test

The Variance Inflation Factor (VIF) is a conventional approach for identifying multicollinearity. The subsequent formulas can be applied to assess multicollinearity within a multivariable regression model using the VIF technique:

$$VIF\ of\ j = \frac{1}{(1-Rj^2)} \quad (1)$$

R-square represents the squared correlation coefficient between the independent variable j and all the other independent variables. If the Variance Inflation Factor (VIF) of a variable reaches a threshold of 5 or 10, it suggests the presence of multicollinearity, indicating that the variable may need corrective measures (Hair et al., 2016).

Therefore, none of the variable VIF values are more than 5.0, the model does not exhibit multicollinearity.

Table 5

VIF Value

	VIF value		VIF value
CI2	1.404	ESQ4	1.988
CI3	1.543	ESQ5	1.740
CI5	1.277	ESQ6	1.676
PCM1	1.882	CS1	1.726
PCM2	1.945	CS2	1.406
PCM3	1.890	CS3	1.537
PCM4	2.017	CS4	1.826
PCM5	1.769	ATB1	1.845
FnB1	1.554	ATB2	1.844
FnB4	1.620	ATB4	1.900
FnB5	1.690	CL1	1.781
FnB6	1.751	CL2	1.599
ESQ1	1.629	CL3	2.054
ESQ2	1.690	CL4	1.736
ESQ3	1.789	CL5	1.849

Note. Data analysis process, conducted by Smart PLS 4 platform

4.1.2.4. Structural model fit

4.1.2.4.1. Coefficient of Determination (R - square value)

The coefficient of determination, commonly referred to as the R-square value, is a metric utilized in regression analysis to assess the degree to which the independent variable in the model can elucidate variability in the dependent variable. R-square, with a range of 0 to 1, is usually expressed as a proportion (%) representing how much of the dependent variable's variance is accounted for by the independent variable in the model. According to Field et al. (2012), a high R-square value (around 1) suggests that the independent variables in the model effectively explain the dependent variable directly. Conversely, a low R-square value (close to 0) indicates that the independent factors might not sufficiently explain the dependent variable, and the data may be influenced by random fluctuations. R Square is considered substantial if set at 0.75, moderate if set at 0.50, and weak if set at 0.25 (Field et al., 2012).

Table 6

R - Square Value

	R-square	R-square adjusted
Attitude-to-brand	0.649	0.648
Customer Loyalty	0.694	0.692
Customer Satisfaction	0.585	0.580

Note. Data analysis process, conducted by Smart PLS 4 platform

4.1.2.4.2. Effect size (F - square)

The F-square statistic is a tool used in regression analysis to measure the impact of each independent (predictor) variable on the variation of the dependent variable. It helps assess the importance of an independent variable within a regression model by indicating the proportion of the total variance in the dependent variable that the independent variable can explain. This provides a quantitative measure of the independent variable's contribution to the model's overall explanatory power. Cohen's work has shown that the F-square value spans from zero to infinity (Cohen, 1988). An F-square value of 0 signifies that the independent variable lacks impact on the dependent variable. An F-square value exceeding 0 indicates a noteworthy contribution from the independent variable to the dependent variable, with a greater value indicating a more substantial impact. When F-Square = 0.02, the effect on the dependent variable is modest; when F-Square = 0.15, the effect is moderate; and when F-Square >= 0.34, the effect is substantial.

Table 7

F - Square Value

	F - square value	Degree of effect		F - square value	Degree of effect
ATB -> CL	0.228	High	CS -> CL	0.213	High
CI -> ESQ	0.146	Medium	ESQ -> CS	0.097	Medium
CI -> FnB	0.110	Medium	FnB -> CS	0.196	High
CI -> PCM	0.154	High	PCM -> CS	0.000	No effect
CS -> ATB	1.850	High			

Note. Data analysis process, conducted by Smart PLS 4 platform

4.1.3. Hypothesis testing

Table 8

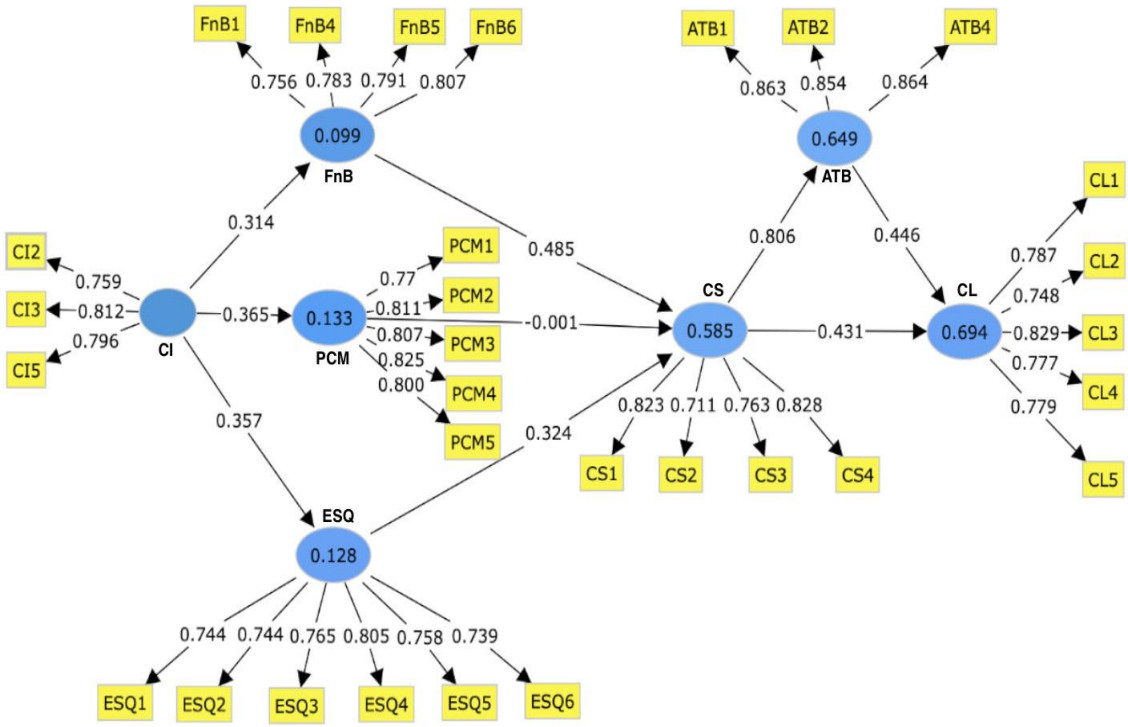
Testing Relationship in The Structural Model

	Original (O)	Sample mean (M)	Standard deviation (STEV)	T statistic (O|STEV)	P values
ATB -> CL	0.446	0.447	0.055	8.031	0.000
CI -> ESQ	0.357	0.356	0.073	4.884	0.000
CI -> FnB	0.314	0.312	0.077	4.070	0.000
CI -> PCM	0.365	0.368	0.064	5.662	0.000
CS -> ATB	0.806	0.803	0.031	25.612	0.000
CS -> CL	0.431	0.428	0.063	6.856	0.000
ESQ ->CS	0.324	0.324	0.079	4.075	0.000
FnB -> CS	0.485	0.483	0.072	6.758	0.000
PCM -> CS	-0.001	0.003	0.055	0.012	0.991

Note. Data analysis process, conducted by Smart PLS 4 platform

Figure 2

Result of Structural Model



Note. Data analysis process, conducted by Smart PLS 4 platform

4.1.3.1. Mediating relationship testing

Table 9

Mediating Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-values
CS -> ATB -> CL	0.359	0.3593	0.0485	7.405	0.000

Note. Data analysis process, conducted by Smart PLS 4 platform

4.1.3.2. Hypothesis testing result

To ascertain if there exists substantial evidence to reject the null hypothesis, the p-value is calculated based on the probability distribution and compared to a predetermined significance threshold (typically 0.05 or 0.01). If the p-value is lower than the significance threshold, it signifies that we can reject the null hypothesis, thus concluding that the result holds statistical significance (Fisher, 1925; Neyman & Pearson, 1928). According to Hair et al. (2019), when P = 0.05, the hypothesis can be accepted or rejected; when P < 0.05, it is accepted; and when P > 0.05, it is rejected. Hence, all hypotheses with a P-value below 0.05 are embraced, except for the association between perceived cultural marketing and customer satisfaction, which yields a P-value of 0.991 (see Tables 8 and 9).

Table 10

Hypothesis Testing Result

Hypothesis	Result
H1: The cultural identity of foreign franchising brands has a positive impact on Vietnamese customers' perceived cultural marketing	Accepted
H2: The cultural identity of foreign franchising brands has a positive impact on Vietnamese customers' perception of food and beverage quality	Accepted
H3: The cultural identity of foreign franchising brands has a positive impact on Vietnamese customers' perception of employee service quality	Accepted
H4: The perceived cultural marketing has a positive impact on Vietnamese customer satisfaction	Rejected
H5: The perceived food and beverage quality has a positive impact on Vietnamese customer satisfaction	Accepted
H6: The pereived employee service quality has a positive impact on Vietnamese customer satisfaction	Accepted
H7: Customer satisfaction has a positive impact on customer loyalty	Accepted
H8: Customer satisfaction has a positive impact on attitude-to-brands	Accepted
H9: Attitude-to-brands has a positive impact on customer loyalty	Accepted
H10: Attitude-to-brands plays as a mediating factor in the link between Customer Satisfaction and Customer Loyalty	Accepted

Note. Data analysis process, conducted by Smart PLS 4 platform

4.2. Discussion

This study investigates how the cultural identities of foreign franchise companies influence consumer satisfaction and loyalty. Moreover, a mediator between customer satisfaction and customer loyalty, attitude-to-brands must also be considered. By using PLS-SEM, the results are shown in Table 10.

Hypothesis 1 has been accepted (see Table 10), suggesting that Cultural Identity significantly influences Perceived Cultural Marketing. This is evident in the cultural aspects integrated into franchise establishments, such as interior design, menu offerings, and services, which unmistakably reflect the cultural nuances of the host country. Before entering the Vietnamese market, this standardization process allows local consumers to perceive franchised brands as authentically embodying the cultural identity of the host nation. Consequently, the franchise's brand identity seamlessly permeates consumers' subconscious, demonstrating the effective implementation of Hofstede's cultural dimension theory by foreign franchise managers in their efforts to enter the Vietnamese market. This approach enables Vietnamese consumers to experience the traditional values of the host country while respecting Vietnamese cultural traditions.

Furthermore, when employing cultural marketing, businesses must prioritize the ethnic identities of local consumers (Strizhakova & Coulter, 2019). The interplay of cross-cultural influences empowers foreign franchising brands to harmonize their brand awareness with the perspectives of Vietnamese customers, achieved through a deep understanding of the cultural

distinctions between Vietnam and other countries. The study conducted by Wang et al. further emphasized that businesses can employ market- and cross-cultural marketing strategies, leverage culture-based marketing concepts, and master the art of localization by infusing cultural considerations into promoting and selling their products and services (Wang et al., 2022). Nevertheless, the nullification of Hypothesis 4 (see Table 10), indicating that Perceived Cultural Marketing does not influence Customer Loyalty, implies that the link between the cultural marketing of foreign franchising brands and customer satisfaction is absent. While the cultural marketing factor may enhance the recognition of foreign franchised brands in the consumer mindset, it does not contribute to heightening the satisfaction level among Vietnamese customers.

In Food and Beverage Quality, Hypothesis 2 is confirmed (see Table 10), showing that cultural identity positively influences customer perception. Each country's unique cuisine and culinary techniques contribute significantly to how food is perceived. Cultural aspects reflect a nation's individuality in its food and beverages. The transmission of eating customs and cooking practices, along with the interaction between national context and lifestyle, further emphasizes this. In the context of franchise brands, the offered food and beverages help Vietnamese consumers understand the cultural identity associated with the home country of the franchised brand. Simultaneously, this cultural identity also positively influences the perceived quality of the beverages and food (Wang et al., 2022). Thus, it becomes clear that cultural factors hold a pivotal significance in the assessment of food and beverages. Consumers can discern the cultural identity of the home country through the food served, and conversely, the food can also reflect the cultural identity.

Furthermore, Hypothesis 5 was confirmed (see Table 10), demonstrating a robust connection between Perceived Food and Beverage Quality and Customer Satisfaction. In order to elevate consumer satisfaction, enterprises within the food and beverage sector need to prioritize improving and advancing their product quality. By placing emphasis on the overall dining experience, restaurant managers can effectively augment customer satisfaction levels (Liu & Jang, 2009). The paramount focus for food and beverage franchised enterprises should center around the quality of their offerings. Should foreign franchise brands fall short in constructing a food and beverage structure aligned with local consumer preferences, they will face challenges in competing within the market. To attain a substantial level of customer satisfaction in Vietnam, foreign franchised brands operating in the food and beverage sector must give paramount importance to the quality of their products.

In addition to assessing Perceived Food and Beverage Quality, this study also examined the perception of Employee Service Quality. The acceptance of Hypothesis 3 indicates that Perceived Employee Service Quality is influenced by the Cultural Identity factor (see Table 10). This suggests that the services provided by franchised brands encompass the cultural identity of their home country, allowing consumers to discern the origin through the service experience. Moreover, as discussed within the context of cultural identity and cultural marketing, the perceived service quality contributes to Vietnamese consumers recognizing distinctive attributes and imprinting the brand identity of franchised brands. This includes gestures such as greetings and bowing from employees. Furthermore, service quality plays a crucial role in achieving customer satisfaction for franchised brands, as confirmed by the acceptance of Hypothesis 6. As observed in the research conducted by Uzir et al. (2021), customer satisfaction arises when the services provided align with their requirements. Moreover, this satisfaction is elevated when the quality of service surpasses their expectations, leading to feelings of delight or happiness (Uzir et al., 2021). Besides that, customer satisfaction increases when they value the service over the

price (Yi et al., 2021). Therefore, Employee Service Quality is essential for franchised brands when meeting consumer needs.

Within the realm of Customer Satisfaction, both Hypothesis 7 (Customer satisfaction has a positive impact on customer loyalty) and Hypothesis 8 (Customer satisfaction has a positive impact on attitude-to-brands) were substantiated (see Table 10). Hence, it becomes evident that customer loyalty and attitude are significantly shaped by the level of customer satisfaction (Sudari et al., 2019; Wong et al., 2019). It is essential to assert that any service-oriented business aspiring to prosper and excel in the market must give utmost importance to customer satisfaction. In the specific context of franchised brands within the food and beverage industry, enhancing customer satisfaction requires a dedicated focus on improving and aligning with the preferences of Vietnamese consumers concerning both food and beverage quality as well as service quality. The escalation in customer satisfaction serves as a pivotal catalyst that influences customer loyalty, often facilitated through word-of-mouth marketing (Babin et al., 2005). Therefore, customer satisfaction is considered a significant criterion for business success (Adikaram et al., 2016).

Furthermore, the attitude-to-brands factor also has a positive impact on Customer Loyalty. It plays a role in the relationship between Customer Satisfaction and Customer Loyalty (Hypothesis 9 and Hypothesis 10 are accepted) (see Table 10). Customer attitude plays a pivotal role in accomplishing customer retention. When foreign franchised brands receive positive feedback from customers, it not only fosters customer loyalty toward the brand but also amplifies customer recognition via word-of-mouth marketing. Therefore, Satisfied customers are more likely to become repeat customers and share favorable sentiments about the brand (Babin et al., 2005). Additionally, positive brand reviews have the potential to attract discerning consumers, leading to an uptick in revenue and brand advancement. Hence, positive customer feedback directly correlates with enduring business achievements, encompassing elevated revenue and strengthened brand loyalty (Ho et al., 2019). Thus, numerous enterprises endeavor to enhance the way consumers perceive their brand to foster increased customer loyalty (Kim et al., 2015). It is evident that the attitude towards brands plays a crucial role in developing and expanding various business models, extending beyond the scope of just franchised brands as explored in this study. Additionally, the attitude towards brands functions as a mediator within the connection between customer satisfaction and loyalty. This mediation effect was highlighted in Smith's research, where the Attitude-to-brands mitigates the influence of customer satisfaction on customer loyalty (Smith, 2020). This discovery is likewise conspicuous in this study, highlighting that businesses have the opportunity to tackle customer retention by fostering a positive customer attitude. This approach proves valuable not only for franchised enterprises but for diverse business models, as it has the potential to bolster customer loyalty by positively influencing customers' perception of the brand.

5. Conclusion and Implication

This study explores how cultural identity and consumer attitudes affect customer loyalty to franchise brands in Vietnam. It finds that the cultural identity of foreign franchises significantly impacts Vietnamese customers' perceptions of food and beverage quality and employee service quality. Specifically, the path coefficients for cultural identity's influence on perceived food and beverage quality and employee service quality are 0.314 and 0.357 (Table 8), respectively, with F-square values of 0.110 and 0.146 (Table 7). Additionally, the study examines the relationships between perceived employee service quality, perceived food and beverage quality, and customer satisfaction, emphasizing that high-quality food, beverages, and

service are vital for customer satisfaction. Cultural identity also positively influences perceived cultural marketing (path coefficient: 0.365, F-square value: 0.154) (Tables 7 and 8), but perceived cultural marketing does not have an impact on customer satisfaction. Instead, cultural identity has an influence on customer satisfaction indirectly through perceiving the quality of food, beverages, and employee service quality.

In terms of the relationship between Customer Satisfaction, Attitude-to-brands, and Customer Loyalty, it is proven that there is a tight link between customer loyalty, customer satisfaction, and attitude-to-brands (CS -> CL: Path coefficient: 0.431, F-square value: 0.213; ATB -> CL: Path coefficient: 0.446, F-square value: 0.228) (see Table 7 and Table 8). Moreover, the finding that the path coefficient between customer satisfaction and attitude-to-brands was 0.806 and the extremely high effect with an F-square value of 1.850 indicates that customers' attitudes toward franchisees are highly impacted by the level of satisfaction with the product or service provided by the franchisor (see Table 7 and Table 8). When the route coefficient is extremely high, it is obvious that the degree to which consumers feel their needs are satisfied will have a favorable impact on their attitude toward franchising brands.

As for the mediating role of Attitude-to-brands in the link between Customer Satisfaction and Customer Loyalty, the path coefficient of this mediating relationship was 0.359 (see Table 9). As a result, this finding suggests that customer satisfaction may influence loyalty not only through a direct impact but also through the creation of a positive attitude, emphasizing the multi-faceted nature of the customer-brand relationship. The analysis implies that the attitude towards brands acts as a mediator between customer satisfaction and customer loyalty. Therefore, franchise brands looking to enhance customer loyalty should not only focus on improving customer satisfaction but also work on cultivating positive attitudes towards their brand. This may involve effective marketing strategies, quality maintenance, and ensuring a positive overall customer experience.

As Vietnam's economy advances and the franchise model grows in the food and beverage sector, cultural identity becomes crucial for businesses. The collective culture values unity, emphasizing harmony when encountering diverse cultures. Foreign franchised brands play a significant role in cultural amalgamation during their entry into Vietnam, influencing perspectives on food and beverage quality and service. The study highlights the impact of cultural identity on cultural marketing, although it doesn't directly affect customer satisfaction. Customer satisfaction hinges on the quality of food and beverage and service standards, strongly influencing loyalty and shaping attitudes toward the brand. The study emphasizes that cultural marketing primarily showcases brand distinctiveness during market entry, and the relationship between customer satisfaction and loyalty includes attitudes toward brands.

Therefore, the suggestion of this study is that franchise brands should prioritize improving food, beverage, and service quality to enhance customer satisfaction and overall experience. Emphasizing cultural identity as a unique attribute, adopting standardized marketing approaches is recommended. This helps convey elements of the home country's culture, providing valuable insights to Vietnamese consumers and increasing brand recognition. Alongside standardization, adaptation in marketing is needed, such as incorporating the Vietnamese language in menus or featuring local personalities in advertising to establish a more intimate connection with consumers.

Moreover, ensuring customer satisfaction is essential for franchise managers to boost customer loyalty, as supported by numerous studies. This study identifies an additional key

factor: the customer's attitude toward the brand, termed Attitude-to-brands. This attitude acts as an intermediary linking customer satisfaction and loyalty. For foreign franchise managers, fostering positive brand attitudes can enhance brand recognition and customer retention. Managers can achieve this by improving food, beverages, and services based on customer feedback and actively engaging with customers through various channels like Google reviews, Facebook, TikTok, and surveys. These efforts help improve customer attitudes and broaden brand recognition.

6. Limitations and recommendations

Despite the theoretical and practical implications, this study has limitations. Conducted in Ho Chi Minh City, known for its diverse composition, the relatively small sample size of 257 respondents introduces potential bias, necessitating a larger and more representative sample for impartial findings. The study solely focuses on the influence of cultural elements on foreign franchise brands, warranting a comparative analysis that includes franchises from Vietnam for a comprehensive assessment of cultural identity factors.

Additionally, the study's exclusive scope in Ho Chi Minh City may limit its generalizability due to potential demographic and resource availability variations. Further research in other major urban centers like Danang or Hanoi is essential for a more comprehensive understanding.

The literature review's limited scope may impede a thorough evaluation of determinants influencing customer satisfaction and loyalty, restricting the broader applicability of employed information and theories. Researchers should consider incorporating a wider range of psychological theories relevant to consumer behavior to develop a more suitable approach for advancing franchise enterprises in Vietnam.

References

Ab Karim, S., & Chi, C. G. Q. (2010). Culinary tourism as a destination attraction: An empirical examination of destinations' food image. *Journal of Hospitality Marketing & Management, 19*(6), 531-555. https://doi.org/10.1080/19368623.2010.493064

Adikaram, C. A. N. K., Khatibi, A., & Yajid, M. (2016). The relationship between customer relationship management and customer satisfaction: A study on private higher education institutions in Sri Lanka. *International Journal of Arts and Commerce, 5*(2), 69-95.

Babin, B. J., Lee, Y. K., Kim, E. J., & Griffin, M. (2005). Modeling consumer satisfaction and word-of-mouth: restaurant patronage in Korea. *Journal of Services Marketing, 19*(3), 133-139. https://doi.org/10.1108/08876040510596803

Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin, 56*(2), 81-105. https://doi.org/10.1037/h0046016

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Routledge.

Dinh, L. P., & Ho, T. T. (2020). How a collectivistic society won the first battle against Covid-19: Vietnam and their "weapons". *Inter-Asia Cultural Studies, 21*(4), 506-520. https://doi.org/10.1080/14649373.2020.1831811

Field, A., Miles, J., & Field, Z. (2012). *Discovering statistics using R.* SAGE Publications.

Fisher, R. A. (1925). *Statistical methods for research workers* (11th ed.). Oliver and Boyd.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39-50. https://doi.org/10.2307/3151312

Groh, A. (2019). *Theories of culture.* Routledge.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, 31*(1), 2-24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J., Hult, T., Ringle, C., & Sarstedt, M. (2016). *A primer on Partial Least Squares Structural Equation Modeling (PLS-SEM).* Sage Publications.

He, J., & Wang, C. L. (2017). How global brands incorporating local cultural elements increase consumer purchase likelihood: An empirical study in China. *International Marketing Review, 34*(4), 463-479. https://doi.org/10.1108/IMR-08-2014-0272

Ho, T. L. T., Lee, J. S., & Han, H. (2019). How do green attributes elicit pro-environmental behaviors in guests? The case of green hotels in Vietnam. *Journal of Travel and Tourism Marketing, 36*(1), 14-28. https://doi.org/10.1080/10548408.2018.1486782

Hofstede, G. (1980). *Culture's consequences: International differences in work-related values.* Sage.

Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture, 2*(1). https://doi.org/10.9707/2307-0919.1014

Hwang, S., Lee, M., Park, E., & del Pobil, A. P. (2021). Determinants of customer brand loyalty in the retail industry: A comparison between national and private brands in South Korea. *Journal of Retailing and Consumer Services, 63*, Article 102684. https://doi.org/10.1016/j.jretconser.2021.102684

Kim, H. C., Chua, B. L., Lee, S., Boo, H. C., & Han, H. (2015). Understanding airline travelers' perceptions of well-being: The role of cognition, emotion, and sensory experiences in airline lounges. *Journal of Travel and Tourism Marketing, 33*(9), 1213-1234. https://doi.org/10.1080/10548408.2015.1094003

Lai, F., Griffin, M., & Babin, B. J. (2009). How quality, value, image, and satisfaction create loyalty at a Chinese telecom. *Journal of Business Research, 62*(10), 980-986. https://doi.org/10.1016/j.jbusres.2008.10.015

Laroche, M., Li, R., Richard, M. O., & Shao, M. (2021). Understanding Chinese consumers' and Chinese immigrants' purchase intentions toward global brands with Chinese elements. *Journal of Product & Brand Management, 30*(8), 1077-1093. https://doi.org/10.1108/JPBM-09-2019-2578

Lee, J. J., Wang, C. Y., Hyun, M. H., & Han, S. (2019). The effects of cultural marketing on customer satisfaction of coffee shops: Focused on Jeju Island cafe. *The Korean Journal of Franchise Management, 10*(1), 33-42. https://doi.org/10.21871/KJFM.2019.3.10.1.33

Liu, Y., & Jang, S. (2009). Perceptions of Chinese restaurants in the U.S.: What affects customer satisfaction and behavioral intentions? *International Journal of Hospitality Management, 28*(3), 338-348. https://doi.org/10.1016/j.ijhm.2008.10.008

Maggon, M., & Chaudhry, H. (2018). Exploring relationships between customer satisfaction and customer attitude from customer relationship management viewpoint: An empirical study of leisure travellers. *FIIB Business Review, 7*(1), 57-65. https://doi.org/10.1177/2319714518766

Mathe, K., & Slevitch, L. (2013). An exploratory examination of supervisor undermining, employee involvement climate, and the effects on customer perceptions of service quality in quick-service restaurants. *Journal of Hospitality & Tourism Research, 37*(1), 29-50. https://doi.org/10.1177/10963480114135

Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology.* The MIT Press.

Neyman, J., & Pearson, E. S. (1928). On the use and interpretation of certain test criteria for purposes of statistical inference. *Biometrika, 20A*(1/2), 175-240. https://doi.org/10.2307/2331945

Nguyen, B. B., & Terry, A. (2013). *Ảnh hưởng của pháp luật nhượng quyền thương mại đối với sự phát triển của nhượng quyền thương mại ở Việt Nam* [The impact of franchise law on the development of franchising in Vietnam]. http://lapphap.vn/Pages/tintuc/tinchitiet.aspx?tintucid=211377#

Nguyen, N., & Leblanc, G. (2002). Contact personnel, physical environment and the perceived corporate image of intangible services by new clients. *International Journal of Service Industry Management, 13*(3), 242-262. https://doi.org/10.1108/09564230210431965

Nguyen, T. T. P. (2020). *Nhượng quyền thương mại Việt Nam: Thực trạng và giải pháp sửa thành* [Franchising in Vietnam: Current status and solutions]. https://consosukien.vn/nhuong-quyen-thuong-mai-viet-nam-thuc-trang-va-giai-phap.htm

Oh, D., Yoo, M., & Lee, Y. (2019). A holistic view of the service experience at coffee franchises: A cross-cultural study. *International Journal of Hospitality Management, 82*, 68-81. https://doi.org/10.1016/j.ijhm.2019.03.022

Oliver, R. (2010). *Satisfaction: A behavioral perspective on the consumer.* Routledge.

Putrevu, S., & Lord, K. R. (1994). Comparative and noncomparative advertising: Attitudinal effects under cognitive and affective involvement conditions. *Journal of Advertising, 23*(2), 77-91. https://doi.org/10.1080/00913367.1994.10673443

Quintero-Angel, M., Mendoza, D. M., & Quintero-Angel, D. (2019). The cultural transmission of food habits, identity, and social cohesion: A case study in the rural zone of Cali-Colombia. *Appetite, 139*, 75-83. https://doi.org/10.1016/j.appet.2019.04.011

Saini, L. (2019). *Better marketing*. https://bettermarketing.pub/why-starbucks-failed-in-australia-187bb0c21770

Smith, T. (2012). The personality trait predictors of brand loyalty. *Academy of Business Research, 3*, 6-21.

Smith, T. A. (2020). The role of customer personality in satisfaction, attitude-to-brand and loyalty in mobile services. *Spanish Journal of Marketing - ESIC, 24*(2), 155-175. https://doi.org/10.1108/SJME-06-2019-0036

Strizhakova, Y., & Coulter, R. (2019). Consumer cultural identity: Local and global cultural identities and measurement implications. *International Marketing Review, 36*(5), 610-627. https://doi.org/10.1108/IMR-11-2018-0320

Sudari, S. A., Tarofder, A. K., Khatibi, A., & Tham, J. (2019). Measuring the critical effect of marketing mix on customer loyalty through customer satisfaction in food and beverage products. *Management Science Letters, 9*(9), 1385-1396. https://doi.org/10.5267/j.msl.2019.5.012

Suh, J. C., & Youjae, Y. (2006). When brand attitudes affect the customer satisfaction-loyalty relation: The moderating role of product involvement. *Journal of Consumer Psychology, 16*(2), 145-155. https://doi.org/10.1207/s15327663jcp1602_5

Toh, S. M., & DeNisi, A. S. (2007). Host country nationals as socializing agents: A social identity approach. *Journal of Organization Behavior, 28*(3), 281-301. https://doi.org/10.1002/job.421

Uzir, M. U. H., Al Halbusi, H., Thurasamy, R., Hock, R. L. T., Aljaberi, M. A., Hasan, N., & Hamid, M. (2021). The effects of service quality, perceived value and trust in home delivery service personnel on customer satisfaction: Evidence from a developing country. *Journal of Retailing and Consumer Services, 63*, Article 102721. https://doi.org/10.1016/j.jretconser.2021.102721

VnEconomy. (2023). *Local preferences the key to success*. https://vneconomy.vn/techconnect/local-preferences-the-key-to-success.htm

Wan, C., Chiu, C. Y., Peng, S., & Tam, K. P. (2007). Measuring cultures through intersubjective cultural norms: Implications for predicting relative identification with two or more cultures. *Journal of Cross-Cultural Psychology, 38*(2), 213-226. https://doi.org/10.1177/0022022106297300

Wang, C., Lee, J., & Kim, S. H. (2022). How foreign cultural identity affects franchise business in overseas markets. *International Journal of Gastronomy and Food Science, 30*, Article 100601. https://doi.org/10.1016/j.ijgfs.2022.100601

Wong, H. S., Wong, R. K., & Leung, S. (2019). Enhancing sustainability in banking industry: Factors affecting customer loyalty. *Academy of Accounting and Financial Studies Journal, 23*(3), 1-12.

Wu, H. C., Cheng, C. C., & Ai, C. H. (2018). A study of experiential quality, experiential value, trust, corporate reputation, experiential satisfaction and behavioral intentions for cruise tourists: The case of Hong Kong. *Tourism Management, 66*, 200-220. https://doi.org/10.1016/j.tourman.2017.12.011

Yi, H. T., Yeo, C., Amenuvor, F. E., & Boateng, H. (2021). Examining the relationship between customer bonding, customer participation, and customer satisfaction. *Journal of Retailing and Consumer Services, 62*, Article 102598. https://doi.org/10.1016/j.jretconser.2021.102598

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing, 60*(2), 31-46. https://doi.org/10.1177/002224299606000203