

# A model to measure the success of the food business in Bangkok and its vicinity

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## Abstract

There are many types of businesses that can make money and promote the potential of the Thai economy, one of which is food business. Thai food is known and accepted all over the world. Whether it is a matter of unique taste variety of food and great value the expansion of the restaurant business in Bangkok and its vicinity more number. Which in the past Food business operators are not yet able to gain a competitive advantage. Amid the challenges of current consumer behavior trends. The objectives of the research are as follows: 1) To study the success level of the food business in Bangkok and its vicinity 2) To study the influence of variables on the success of the food business in Bangkok and its vicinity 3) To develop a model for the success of the food business in Bangkok and its vicinity. This research used a combination of quantitative and qualitative research methods. In quantitative research the sample is Food business operators in Bangkok and its vicinity. The size of the establishment was 580 people. The sample size was determined by using the criteria of 20 times the observed variables using a stratified sampling method. Research uses questionnaires to collect data and analyze data with structural equations, the qualitative research section using an in-depth interview method The target audience. The results showed that: 1). The level of success of the food business in Bangkok and its vicinity all variables were at a high level. 2). Influence of variables on the success of the food business in Bangkok and its vicinity. It has a positive influence on the success of the food business in Bangkok and its vicinity a statistically significant 77% of the success of the food business in Bangkok and its vicinity was able to be predicted at the .05 level after finding the findings 3). The researcher creates the innovative SFT Model as a model for the successful development of the food business in Thailand. According to the variables found in addition, the results of the qualitative research found that food business operators in Bangkok and its vicinity There is a need to support knowledge of online food business management. And online market for the potential for more market competition and market share. Both methods of selling food without having to accept cash. The results of this research be able to apply innovation and technology to product development. Food products and digital marketing to be used as a guideline to promote success for the food business in Bangkok and its vicinity more widely and more efficiently.

**Keywords.** Human resource management (HRM), innovation, technology, management strategy, product quality, leadership, team potential, branding, business success.

## 1. Introduction

There are many types of businesses that can make revenue and promote the potential of the Thailand's economy (Vongmahadlek, 2021), one of which is food business. Thai food is known and accepted all over the world. Whether it is a matter of unique taste, variety of food and great value the expansion of the restaurant business in Bangkok and its vicinity more number. Business success is one of the most critical issues among organizations (Srimulyani

& Hermanto, 2022) because it has central importance in the business survival. A satisfactory level of business excellence is needed to achieve by every business in the market because it is one of the most important requirements of the survival in the market. In the business rivalry, the business performance is most important for business success. Along with the various other industries the food industry also facing stiff competition in which the new businesses always face threat of failure (Keshavarz et al., 2020; Vermeulen et al., 2020).

Thailand Food Industry is one of the famous industries globally because of its unique taste (Ploenhad et al., 2019). People travel from various countries to Thailand to taste various foods in various cities of Thailand. Food Industry is also very famous in Bangkok because there are number of tourists travel to the Bangkok in each year. Due to the high importance of food industry in Bangkok number of food businesses are increasing significantly. With the increasing number of businesses, the competition in the food industry is increasing day by day. Therefore, due to increase in competition the success of business become a major challenge for the businesses. Particularly, it is most important for newly developed businesses because newly developed businesses always face several issues related to the established businesses. In this way, business performance is most important to get success (Abulela & Harwell, 2020; Irgin & Erten, 2020; Piñeros, 2020; Rašidagić & Hesova, 2020).

Therefore, it is important to identify different factors which has effect on business success. In food industry of Bangkok, there are number of factors affecting this industry which are needed to identify and their implementation is important to enhance the level of business success through better performance. In this way, this is one of the studies which investigated the factors affecting the business success in Bangkok food industry. This study proposed that there are number of human resource management (HRM) practices among the businesses and these practices has influence on business success. This study also attempted to examine the role of technology as well as innovation in business success. This study proposed that the management strategy along with the product quality has influential role. As a product quality of food is important to satisfy the customers which can lead to the business success. Among food related companies the leadership style of managers and teamwork of the employees also has key importance in success. Furthermore, this study proposes that branding is also one of the most critical areas of business success. In food industry, there are number of brands which are influential and leading in the market. Number of studies carried out on food industry in Thailand (Cetthakrikul et al., 2019; Yaklai et al., 2018), however, the effect of these factors is not considered in relation to the business success of food industry in Bangkok. Therefore, the

specific objective of the current study are as follows;

1. To study the success level of the food business in Bangkok and its vicinity.
2. To study the influence of variables on the success of the food business in Bangkok and its vicinity.
3. To develop a model for the success of the food business in Bangkok and its vicinity.

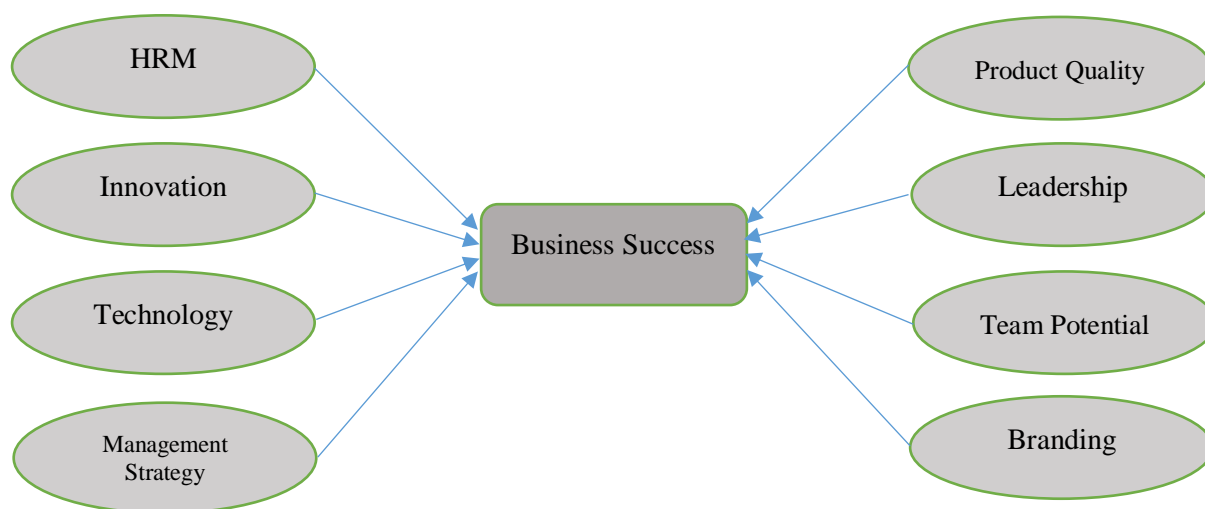
The second section of the study is grounded on the review of literature of key study variables; HRM, innovation, technology, management strategy, product quality, leadership, team potential, branding and business success. This section developed the study hypotheses. The third section is grounded on the explanation of method used in this study. Fourth section is based on the data analysis and fifth section is based on the conclusion (Jaffal, 2020; Kocurk, 2020; Lebens, 2020; Mosala & ChĪNomona, 2020; Ojogiwa, 2021; Payne & Hadzhidimova, 2020).

## 2. Literature Review

### 2.1 Business Success

Business success donates to the successful business operations leading to the survival of business services as well as product in a specific market along with significant level of performance. Business success considered differently by several studies. Various studies measured business success in financial measures, however, other studies considered business success in non-financial performance indicators (Rahman et al., 2016). Both the indicators of business success are available in the literature and widely accepted by previous studies. However, the current study considered the non-financial measures of business success. In this study, the business success is examined in relation to the various other factors which has influence on business success. The framework of the study given in Figure 1 shows that business success is the dependent variable. The independent variables include HRM innovation, technology, management strategy, product quality, leadership, team potential and brand. Therefore, this study proposes the relationship between HRM, innovation, technology, management strategy, product quality, leadership, team potential, brand and business

success which is highlighted in Figure 1 as framework of the study.



**Figure 1.** Framework of the study showing the relationship between HRM, innovation, technology, management strategy, product quality, leadership, team potential, brand and business success

## 2.2 Human Resource Management

The management of human resources in any organization has vital importance in various operations of the organization. Because the business operations are majorly based on the employees. Better performance of employees is always required to achieve successful operations in which the management of human resources is key. The human resources include the knowledge of the employees. The knowledge of the employees related to the products as well as services and the knowledge related to the customer is most important to produce good performance. The management of resources, particularly the management of human resources also include the skills of the employees (Okay-Somerville & Scholarios, 2019). The skills as well as capability of the employees working in food industry must be in line to achieve high performance. Knowledge of the employees always lead to the higher performance. Additionally, the experience of the employees is also one of the major resources of any organization. Experienced employees always work to promote employee performance through unique ideas. Therefore, HRM has significant influence on business success as reported by other studies that there is a

significant relationship between HRM and business success (Cascio, 2005).

**Hypothesis 1.** HRM has positive influence on business success.

## 2.3 Innovation

In the competitive business environment, without the innovation, it is not easy to achieve higher performance and get success in a highly competitive business market. Therefore, the innovation always plays an important role in business success (Palmié et al., 2022). Innovative ideas in any business bring quality in services as well as goods. Similarly, along with the other industries the food industry also require innovation to get success in business. The current study considered the innovation in food industry by considering method of business operations. In technological advanced environment, business operations always required innovative methods to increase operations performance. Additionally, the innovation in goods as well as products is also more significant to achieve higher performance. As reported by several previous studies that innovation has positive effect on business success. Additionally, innovation is also linked with customer services. It is reported by Harel et al. (2021), innovation has major importance in

business success in the service industry, therefore, service innovation also has key importance to promote business success.

**Hypothesis 2.** Innovation has positive influence on business success.

## 2.4 Technology

In the era of Industry 4.0, the technology among businesses is increasing significantly (Jáki & Halmosi, 2022). In the new era of technology, business operations are always trying to adopt latest technology because the introduction of latest technology has several benefits such as the latest technology can produce goods and services in less time and with low price. The reduction of cost with the help of technology automatically decrease the product price which ultimately have influence on the customers. The technology can be used in the manufacturing of goods. Especially, in the food industry, the introduction of new technology can lead to facilitate the production of goods. Additionally, technology can also helpful in business administration activities. The administration is always had key importance for the organization because a better administration can lead to the smooth operations. Additionally, the technology is also considered in relation to the merchandising which includes selling and marketing as well as retailing. The selling, retailing and marketing of the products are also required latest technology. In the current era, most of the businesses marketing their products with the help of latest technology which has major influence to promote their products with low cost. Therefore, technology has he importance for business success (Sakas et al., 2017).

**Hypothesis 3.** Technology has positive influence on business success.

## 2.5 Management Strategy

Similar with the other elements, management strategy can also play most important role in business success. In the current study, the management strategies considered with the help of three elements which include 7Ps, strategy process and elements of strategy. The development of effective management strategy has the ability to enhance operations of business which ultimately have effect in the performance (Layachi, 2021; Mapfumo & Mutereko, 2020; McGrath & Whitty, 2020; Ngwenya & Nkosi,

2021; Romulo B. Magnaye, 2020; Tomteberget & Larsson, 2020). 7P's strategy include price, product, place, promotion, people, physical evidences and processes. All these elements have a significant role to make a good management strategy. Strategy process as well as various important elements of strategy also have key importance in development of management strategy. After development of significant management strategy, the implementation is most important which lead to the business success. As reported in the literature that management strategy has a significant importance in business performance (Sukati et al., 2012).

**Hypothesis 4.** Management strategy has positive influence on business success.

## 2.6 Product Quality

The quality is most important and it is always the major concern of the customer. In food industry, the quality of food always has major importance. The quality of the product is one of the key elements which capture the customers and retain the customers for longer period of time. Several previous studies identified that the product quality is one of the most important features of business success (Ben Youssef et al., 2018). In the food industry, the product quality can be assessed with the help of freshness of the food. It can also be measured with the help of cleanliness and safety. Furthermore, the food industry products quality can be measured with the help of bitter taste. Therefore, this study measured product quality with the help of freshness of the food, cleanliness, safety and taste. It is reported by literature that product quality has major importance in food businesses. The increase in product quality in food industry can increase the percentage of business success in the competitive market.

**Hypothesis 5.** Product quality has positive influence on business success.

## 2.7 Leadership

The guidance to the employees in relation to the various issues and to improve the level of quality is important. In this way, the role of management has key importance, particularly, the role of front-line manager has key importance among the organizations. The managers among the organizations playing the role of leader and the role of leader in any

organization is most important to get success. As reported in the literature that leadership has positive influence on business success (Ahmad et al., 2022). The top management along with the managers in various branches must have leadership qualities to lead the employees towards the right direction. Leadership must have qualities related to the problem solving. At any workplace, there is always conflicts as well as various problems arises which needs a proper solution to carry on business operations smoothly. In these conditions, the leadership has key role and could be a possible way to solve various problems. Therefore, leadership has important contribution to business success (Cheng, 2020; Rykiel, 2020).

**Hypothesis 6.** Leadership has positive influence on business success.

### 2.8 Team Potential

In any business operation, there is always a team working to complete the operation. The team always include various employees from various departments of different tasks. The coordination and positive collaboration between these team members always has a significant role to achieve any task. The success of any operation is majorly based on the team members. The team must have a potential to overcome various issues related to the specific task and lead the way to get success. In this direction, teamwork skill among the members always has major importance. Teamwork skills led to the success of any project along with the responsibility of team members. The recognition of team members responsibility can help to achieve the task. Additionally, the intellectual potential of the team members also has key importance. Similar with this, it is also reported and mentioned in previous studies that teamwork has major importance in the performance or success of any project (Gao et al., 2019), therefore, team potential have significant relationship with business success.

**Hypothesis 7.** Team potential has positive influence on business success.

### 2.9 Branding

In the current advance business market, the people are brand orientated. Most of the people like to purchase brand instead of local products. Therefore, the importance of branding is

increasing significantly in the business market. The brands are also now becoming popular in food industry (Lai et al., 2018) along with various other industries. Therefore, the introduction of various brands in the market can also promote business success. As highlighted by the number of other studies that brand has positive role in business success. Therefore, in the food market by recognizing the orientation of the customers the food companies should promote branding. This study proposed that branding has positive effect on food industry business success.

**Hypothesis 8.** Branding has positive influence on business success.

## 3. Methodology

This study investigated the relationship between HRM, innovation, technology, management strategy, product quality, leadership, team potential, branding and business success. To address this relationship, eight hypotheses are proposed to examine the effect of HRM, innovation, technology, management strategy, product quality, leadership, team potential and branding on business success. To test these hypotheses, first hand data were used. Therefore, primary data is collected to test the hypotheses. Primary data collection is made through mixed method in which quantitative and qualitative methods are used.

While using quantitative approach, the data collection is made through survey instrument. A questionnaire was designed for data collection and it is designed on 5-point Likert scale which is most appropriate to know the opinion and views of the employees towards a particular phenomenon. Population of the study are the food related companies working in Bangkok, Thailand. The employees working in these companies were selected as the respondents of the study. Therefore, to collected data from employee working in food companies in Bangkok, Thailand, stratified sampling is used and questionnaires were distributed. Finally, 580 valid responses were used in data analysis. Additionally, in-depth interviews were carried out to deal with qualitative method. Table 1 shows the statistical test of empirical variables.

**Table 1.** Statistical test of empirical variables (n=580)

Variable	$\bar{x}$	S.D.	%CV	SK	KU	$\chi^2$	P-value
KNOW	3.84	.73	19.01	-1.142	-.240	1.363	.506
SKIL	3.79	.65	17.15	-1.646	1.832	6.068	.048
JOBE	3.60	.71	19.72	-.661	.256	.502	.778
METH	3.57	.73	20.45	-.748	.487	.797	.671
GOOP	4.03	.73	18.11	-2.276	-1.066	6.318	.042
SERV	4.01	.74	18.45	-2.330	-.926	6.288	.043
PROI	4.21	.75	17.81	-4.047	-3.770	3.589	.000
DIST	4.00	.76	19.00	-2.434	-1.282	7.569	.023
ADMI	3.88	.72	18.56	-1.516	-.589	2.646	.266
STRS	3.82	.77	20.16	-1.584	-.355	2.636	.268
STRP	3.79	.77	20.32	-1.670	.128	2.805	.246
STRF	3.74	.78	20.86	-1.184	-.528	1.682	.431
FRES	3.70	.70	18.92	-1.213	.805	2.120	.346
CLES	3.86	.65	16.84	-1.060	.511	1.386	.500
TAST	3.92	.65	16.58	-1.262	.890	2.384	.304
VISI	3.94	.64	16.24	-1.249	.690	2.037	.361
BRAV	4.17	.66	15.83	-2.627	-2.062	11.154	.004
NETW	3.89	.75	19.28	-1.890	-.034	3.574	.167
SOLV	3.92	.722	18.42	-1.553	-.716	2.924	.232
TEAS	3.96	.725	18.31	-1.860	-.346	3.579	.167
RESP	4.04	.761	18.84	-2.631	-1.296	8.604	.014
COGN	3.80	.671	17.66	2.088	-7.702	63.685	.000
OUTS	4.05	.65	16.05	-1.610	-.119	2.607	.272
POPUP	4.15	.65	15.66	-2.174	-.743	5.280	.071

#### 4. Results

The current study started the data analysis by examining the factor loading of all the scale items. This study measured HRM with the help of three scale items. Innovation and technology both are measured with the help of three scale items. Furthermore, management strategy and product quality also measured with the help of three scale items. Finally, leadership, team potential and branding also measured by using

three scale items. Scale items along with the factor loadings are given in Table 2. It is observed that all the scale items have factor loading above 0.5. Furthermore, this study also ensured the reliability as well as validity. Additionally, it is found that r-square ( $R^2$ ) value of business success shows that all the independent variables have strong effect on business success.

**Table 2** Factor Loadings. (n = 580)

Variable	Factor Loading ( $\lambda$ )	Error ( $\theta$ )	t	R <sup>2</sup>
<b>Human Resource Management (HUMR)</b>				
Knowledge (KNOW)	.82	.33	22.85	.67
Skill (SKIL)	.84	.29	24.02	.71
Work experience (JOBE)	.73	.47	19.40	.53
$\rho_c = .84$ $\rho_v = .63$				
<b>Innovation (INNO)</b>				
Method of business operations (METH)	.64	.59	15.54	.41
Goods and products (GOOP)	.64	.59	15.47	.41
Customer Service (SERV)	.70	.51	17.09	.49
$\rho_c = .70$ $\rho_v = .54$				
<b>Technology (TECH)</b>				
Production of goods (PROI)	.61	.63	14.71	.37
Merchandising (DIST)	.67	.55	16.58	.45
Business administration (ADMI)	.64	.59	15.80	.41
$\rho_c = .68$ $\rho_v = .51$				
<b>Management strategy (STRA)</b>				
7Ps Strategy (STRS)	.81	.35	22.60	.65
Strategy process (STRP)	.84	.29	23.88	.71
elements of strategy (STRF)	.82	.33	23.15	.67
$\rho_c = .86$ $\rho_v = .67$				
<b>Product quality (PROQ)</b>				
Fresh (FRES)	.80	.36	22.07	.64
Clean and Safety (CLES)	.81	.34	23.03	.66
Taste (TAST)	.77	.41	20.74	.59
$\rho_c = .84$ $\rho_v = .62$				
<b>Leadership (LEAD)</b>				
Viaion (VISI)	.67	.55	17.80	.45
Bravery (BRAV)	.73	.47	19.65	.53
Network (NETW)	.71	.49	19.22	.51

Problem-solving (SOLV)	.65	.58	17.09	.42
$\rho_c = .78$ $\rho_v = .57$				
<b>Team potential (TEAM)</b>				
Teamwork skills (TEAS)	.72	.49	18.13	.51
Responsibility (RESP)	.66	.57	16.58	.43
Intellectual potential (COGN)	.59	.65	14.68	.35
$\rho_c = .69$ $\rho_v = .53$				
<b>Brand (BRAN)</b>				
Outstanding (OUTS)	.84	.29	24.40	.71
Popular (POPU)	.89	.21	26.53	.79
High-end customers recognized (ACCE)	.81	.35	22.84	.65
$\rho_c = .88$ , $\rho_v = .71$				

Structural model is evaluated to examine the relationship between variables and to test the proposed hypotheses (Hair et al., 2017; Hair et al., 2019). In this process, the significance of the path coefficient was examined. This section shows the effect of HRM on business success. It is found that HRM has significant positive effect on business success. The effect of innovation and technology is examined on business success. Result of the study reported that the effect of both innovation and technology has significant and positive relation to the business success. It shows that increase in innovative activities in food industry and increased the implementation of latest technology which can increase the business success. Additionally, the relationship between management strategy and business success is considered. It is highlighted

that better strategy management can lead to the business success. From the relationship between product quality and business success, it is also revealed that product quality can increase the business success. Because product quality has positive effect on business success in food industry. It is also found that leadership among these companies can increase business success as the results is shown that leadership has positive effect on business performance. Nevertheless, it is proved by the current study that team potential and branding have positive influence to enhance business success. Therefore, it is found that all the direct hypotheses are supported. Results are given in Table 3 and hypotheses testing process is given in Figure 2.

**Table 3.** Parameter estimation result of direct effect coefficient, indirect effect, and total effect from adjusting model (n=580)

Independent Variable	อิทธิพล	Dependent Variable $R^2 = .77$
		Food business success in Thailand (SUCF)
Human Resource Management (HUMR)	DE	.39*(7.14)
	IE	-
	TE	.39*(7.14)
	DE	.32*(6.15)



Innovation (INNO)	IE	-
	TE	.32*(6.15)
Technology (TECH)	DE	.50*(7.91)
	IE	-
Management strategy (STRA)	TE	.50*(7.91)
	DE	.44*(8.70)
Product quality (PROQ)	IE	-
	TE	.44*(8.70)
Leadership (LEAD)	DE	.48*(7.09)
	IE	-
Team potential (TEAM)	TE	.48*(7.09)
	DE	.38*(6.65)-
Brand (BRAN)	IE	-
	TE	.38*(6.65) =
Innovation (INNO)	DE	.32*(5.63)
	IE	-
Technology (TECH)	TE	.32*(5.63)
	DE	.59*(7.10)
Management strategy (STRA)	IE	-
	TE	.59*(7.10)

$\chi^2 = 624.93$  df = 314 p-value = .00000,  $\chi^2 / df = 1.99$ , RMSEA = .048, RMR = .023, SRMR = .043, CFI = .99, GFI = .92, AGFI = .91, CN = 259.04

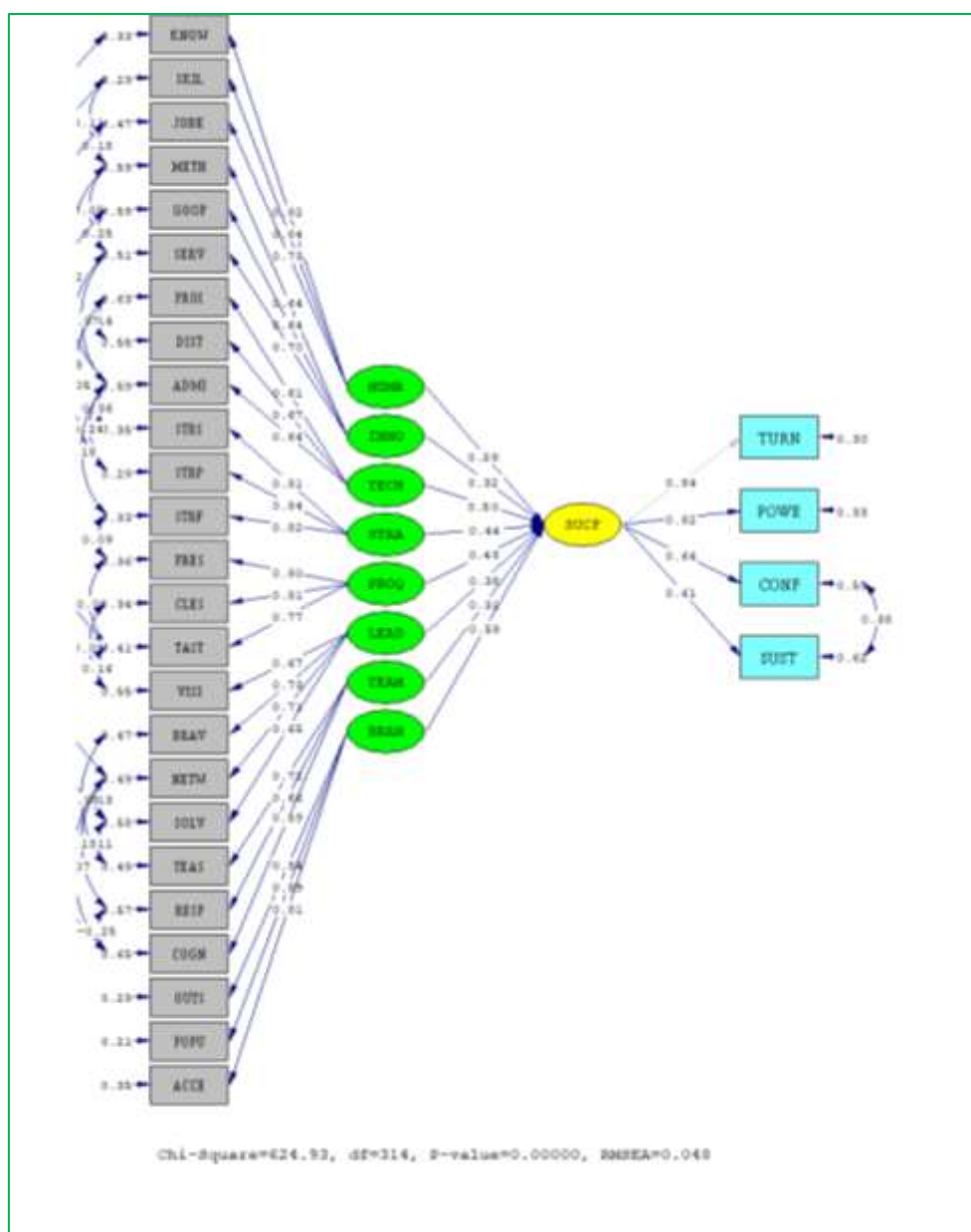


Figure 2. Framework of the study showing the hypotheses

### 5. Conclusion

The findings of the study highlighted important results which has significant importance for the food businesses working in Bangkok. It is found that, the level of success of the food business in Bangkok and its vicinity has major importance to enhance food industry. There are several important variables which has influence on the success of the food business in Bangkok and its vicinity. These factors include; HRM, innovation, technology, management strategy, product quality, leadership, team potential and branding. Different factors have positive

influence on the success of the food business in Bangkok. The current study created an innovative SFT Model as a model for the successful development of the food business in Thailand. According to the variables found in this study, it is observed through qualitative research, food business operators in Bangkok and its vicinity is most important for people. There is a need to support knowledge of online food business management. And online market for the potential for more market competition and market share. Both methods of selling food without having to accept cash. The results of this research may apply innovation and technology

to product development. Food products and digital marketing to be used as a guideline to promote success for the food business in Bangkok and its vicinity more widely and more efficiently.

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