KEY SUCCESS FACTORS OF PUBS AND BARS
IN SELECTED BANGKOK AREAS

BY

MS. PICHULADA FOOFUNG

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
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(INTERNATIONAL PROGRAM)
FACULTY OF COMMERCE AND ACCOUNTANCY
THAMMASAT UNIVERSITY
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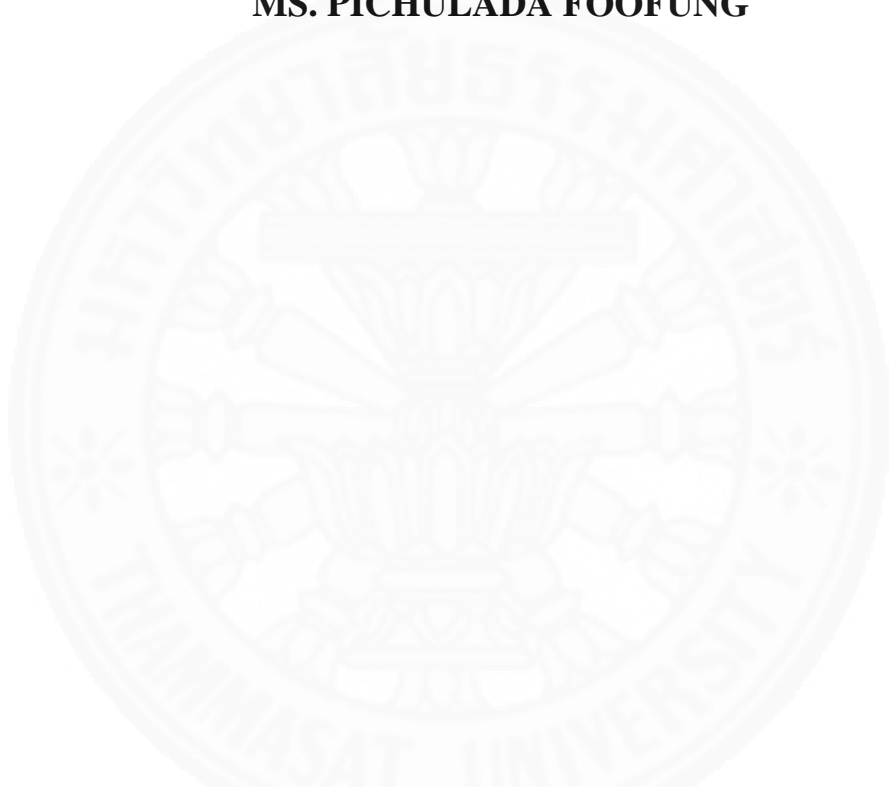FACULTY OF COMMERCE AND ACCOUNTANCY
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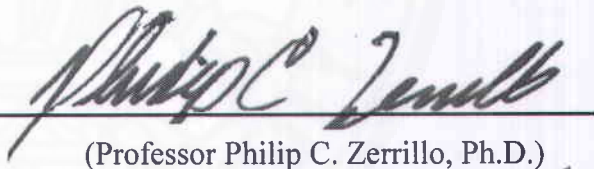
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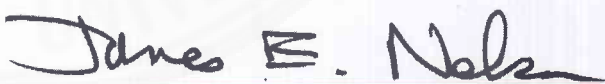
MISS PICHULADA FOOFUNG

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KEY SUCCESS FACTORS OF PUBS AND BARS
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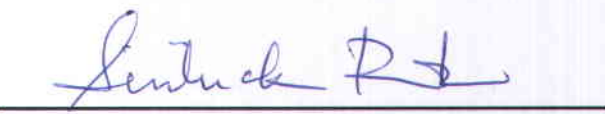on ....1.2. JUN. 2015......

Chairman _____

(Professor Philip C. Zerrillo, Ph.D.) .

Advisor/Member _____

(Associate Professor James E. Nelson, Ph.D.)

Dean _____

(Professor Siriluck Rotchanakitumnuai, Ph.D.)

Independent study Title	KEY SUCCESS FACTORS OF PUBS AND BARS IN SELECTED BANGKOK AREAS
Author	Ms. Pichulada Foofung
Degree	Master of Science Program in Marketing (International Program)
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Thesis Advisor	Assoc. Prof. Dr. James E. Nelson
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ABSTRACT

Key success factors of pubs and bars in selected Bangkok area was considered as an industry study focusing on health issue. The research aimed to summarize industry conduct in term of customer satisfaction of pubs and bars in selected Bangkok areas. Major finding of key success factors, healthiness concerns and research utilization were concluded in this study.

Objectives of the research were as follows; to identify characteristics of successful pubs and bars in selected Bangkok areas, to evaluate performance of pubs and bars by customer satisfaction survey, to understand customers' insight toward pubs and bars business, to understand customers' insight toward healthiness and to provide feedback to manager of pubs and bars in Bangkok selected area which are *HOBs*, *Good Story*, *Brown Sugar* and *S'MORES*.

The research was conducted in two stages by using exploratory research and descriptive research. Three qualitative methods were used; secondary research, observation and in-depth interview. For descriptive research, self-administered questionnaire and online questionnaire were used to evaluate customer satisfaction of specific pubs and bars.

Results from observation were gathered according to the attributes of pubs and bars which are location, atmosphere and decoration, food and beverages, music, activities and service. Point of differences of each pubs and bars were main points

obtained from observation. Key success factors of this industry were points of differences, good location and service, adaptation and improvement. Research result about pubs and bars users' healthiness showed that the more they visited pubs and bars, they tended to do less healthy activities.

This independent study would lead existing players to needed improvements and help new players understand the structure of the business, understand how major competitors survive in the industry. Moreover, results from customer satisfaction survey were provided to four key competitors in terms of overall performance score and area of improvements in order to help them improve their pubs and bars in the future.

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CHAPTER 1
INTRODUCTION

According to the large amount of pubs and bars around Bangkok area and a lot of reviews, travel guides from websites (BK staff, 2014; Mongkolkumnuankhet, Jiralertpaiboon, 2014). It could be said that pubs and bars are one of the most successful businesses in Bangkok. Even though pubs and bars encourage people to stay out late at night, have a late dinner and drink alcoholic beverages which are unhealthful habits, still new pubs and bars are continuously opened year by year around many areas in Bangkok. Therefore, it was interesting to study about this business, how they compete with each other, and what makes them successful.

To be more specific about pubs and bars, this research studied pubs and bars that serve food, have live music, and serve many alcoholic beverages. The atmosphere, music and space in this type of pubs and bars encourage customers to relax and chat while having great foods and beverages. Dancing is not the activity for this type of pubs and bars.

These type of pubs and bars are operated all around the Bangkok area. However, this research focuses on some selected Bangkok areas which are Thonglor, Phra-Athit Road and Groove at Central World due to these three areas have a popularity about Bangkok nightlife. Time availability and accessibility to each pubs and bars were criteria to choose target venues which are *HOBs*, *Good Story*, *Brown Sugar* and *S'MORES*.

Key success factors of pubs and bars in selected Bangkok area focused on industry analysis of business practices and key competitors and it relevant to health issues. This research described pubs and bars characteristics, business practices, key success factors, performance, including descriptions of key competitors. It helped to understand major competitors in the industry, and it was useful for decision makers in this industry. This research answered some important questions as follows; what makes the major competitors in the industry successful? And what are the important factors that affect customer satisfaction?

CHAPTER 2
REVIEW OF LITERATURE

2.1 Pubs and bars business

It could be said that many countries around the world including Thailand have a success in pubs and bars business even it causes an unhealthy habits such as drinking alcohol, having late dinner and having less sleeping hours. It is very important to study how much people are concerned about their health related to going out to pubs and bars and also how this kind of business makes a success.

There are some related website and articles about how to be successful in pubs and bars business. Some examples include, Owning and Operating a Pub or Bar: Two Entrepreneurs Share Their Stories, Irish pub concept website and How to start a bar / club. (Yanos, 2008; The Irish Pub Concept, Entrepreneur staff, 2014).

From the article by Yanos (2008), two owners of pubs and bars had been interviewed. The focus of the interview was on how they started this business and what is required to be successful. Both interviewees mentioned about the capital investment, it was quite difficult in first year to make profit. It required a lot of energy and money to maintain their business. According to both owners, the most important ingredients for running a good business were basically the same: hiring the right staff, understanding their markets and working hard around the clock (Yanos, 2008). The adaptation was important also, when the environment around the neighborhood changed as people move in and out, both owners had to adapt their place to attract new customers.

Next review is from The Irish Pub Concept website, the purposes of the website are to provide advice and resources to investors who are interested in opening a successful authentic Irish Pubs. What are the critical success factors? It could be concluded that authentic Irish decoration, food, beverages and music are the major keys that leads to success. Moreover, having management or ownership that was intimately engaged with the business on a day to day basis was vital. Absentee ownership always led to poor standards of operation and therefore poor financial performance. In addition, the success of Irish Pub owners was based in their ability to

understand who their consumer is, what that consumer wants, and then to execute exactly as the consumer expects (The Irish Pub Concept, 2014).

Lastly, the article that was excerpted from Bar & Club startup guide book by Entrepreneur staff (2014). The article attempted to guide how to start bar / club business. It mentioned about the strong ownership needed same as the Irish Pub Concept website (2014). The road to success in the business came from the starting point. For example, the owners had to think about which type of bar they would like to own and who are the target market? Location is one of the important criteria to be successful also due to owners had to understand what area their bar is in (downtown, uptown, suburbs, etc.) and where they are in relation to their customers. Are their places on customers' way home from work? Or do customers have to make it a point to get to the bar? (Entrepreneur staff, 2014). Promotion was another one important thing. A good goal to shoot for is to make a profit that's three times the cost of the promotion. It had to be planned by considering together with the budget.

2.2 Customer satisfaction

Customer satisfaction is one way that could be used to tell how successful of pubs and bars. There are three related articles about customer satisfaction as follows;

First article is about the important of customer satisfaction. It is important because it provides marketers and business owners with a metric that they can use to manage and improve their businesses (Beard, 2014). To elaborate that, there are top six reasons why it is so important. First, it is a leading indicator of consumer repurchase intentions and loyalty. The satisfaction scale is used to measure that. Second, it is a point of difference. The example is two businesses that offer the exact same product. What will make you choose one over the other? Companies who offer amazing customer experiences create environments where satisfaction is high and customer advocates are plenty would win. Third, it reduces customer churn by measuring and tracking customer satisfaction you can put new processes in place to increase the overall quality of your customer service (Beard, 2014). Fourth, it increases customer lifetime value because satisfaction plays a significant role in how much revenue a customer generates for your business. Fifth, it clearly reduces

negative word of mouth and the last one is it's cheaper to retain customers than acquire new ones due to Customers cost a lot of money to acquire so, keep customers satisfied is the important. The last reason is because cost of acquiring new customer is much higher than retaining the existing customer. Therefore, keeping customers satisfied with the product or service is very important.

The second article from Ciotti (2013) talked about where to start and what should be measured when you want to do the customer satisfaction survey. There are four fundamental measurements for measuring customer satisfaction in a smart way. Attributional satisfaction is the first one, asking how important of each attribute from customer point of view. Second one is perceived quality, by using the scale measurement to measure the experience score from customers. The last two measurements are loyalty and intention to repurchase. It could be measured by asking about the recommendation to friends and intention to come back again.

The article "review: Northside Bar and Grill, Bend pub is keeps its customers satisfied" by Anderson (2014) is one of a good example from pubs and bars industry. The article talked about a bar that is located in the high competition area. Northside focuses on customer satisfaction, they are well-managed about their service, food and beverage, the band and the place always clean and tidy. Every touch point had to be controlled because it led to customer satisfaction rate.

2.3 Pubs and bars with health issue

Concerning the health issue which cause from nightlife activities, there are some several websites and research related to this study. The website of Distilled Spirits Council of the United States (DISCUS) which is the national trade association has a purpose to give audiences information about distillery in term of history, US policy, economic, news of the industry. Moreover, America's distillers do not recommend that people drink alcohol for potential health benefits. Alcohol abuse can cause serious health and other problems and even drinking in moderation may pose health risks for some individuals (Distilled Spirits Council of the United States, 2014).

From these literature reviews, there are some conclusions of how pubs and bars owners success. The knowledge from literature reviews could be used as a guideline for collecting data both qualitative and quantitative. However, all websites

and research did not directly conduct in Bangkok therefore, study of key success factors of pubs and bars in Bangkok is still important. For the health issue, from literature review, it could be said that going out to pubs and bars makes people do some activities that leads to unhealthful habit for example, alcoholism which is one of the social problems in Thailand, another one is obesity which caused by having late dinner, drinking and less sleeping. There is still a question of how much people are concerned about their health with respect to nightlife activities. This study would answer this question and provide a summary of key success factors of pubs and bars in selected Bangkok area.
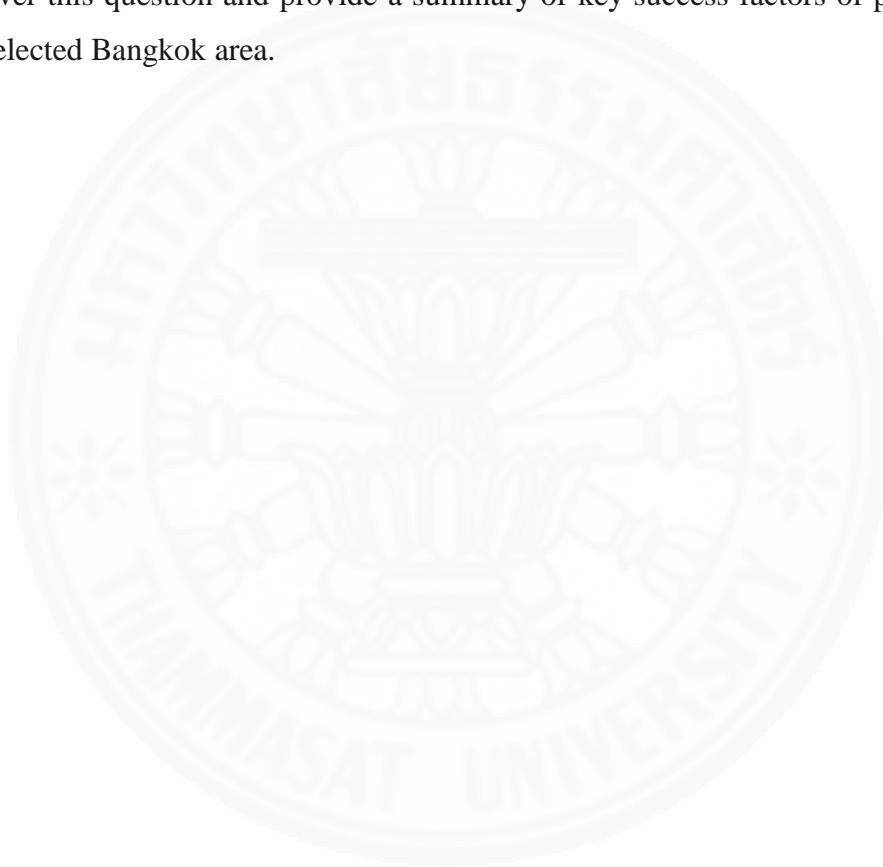
CHAPTER 3
RESEARCH METHODOLOGY

3.1 Research objectives

1. To identify characteristics of successful pubs and bars in selected Bangkok areas.

    1.1 Identify business practice of successful pubs and bars.

    1.2 Identify points of differences of successful pubs and bars.

2. To evaluate performance of pubs and bars by customer satisfaction survey.

    2.1 Evaluate related attributes of pubs and bars that affect to customer satisfaction which are price, location, food and beverages, music, atmosphere and service.

    2.2 Identify appearing factors of successful pubs and bars which influence high customer satisfaction rate.

    2.3 Identify area of improvement for each specific pubs and bars.

3. To understand customers' insight toward pubs and bars business.

    3.1 Understand customers' behavior about going out to pubs and bars.

    3.2 Understand main criteria to choose pubs and bars from customer point of view.

4. To understand customers' insight toward healthiness.

    4.1 Understand customers' behavior about doing healthy activities.

    4.2 Understand customers' attitude toward healthy / unhealthy activities.

5. To provide feedbacks to manager of selected pubs and bars in Bangkok area.

3.2 Research Design

In this study, both exploratory research and descriptive research were conducted in order to achieve all of the objectives. *(See Appendix A: Summary of matching research objectives with research methods)*

    3.2.1 Exploratory research; Three qualitative methods were conducted including;

3.2.1.1 Secondary research: objective was to gather basic information of the industry, target venues and for summarize literature review.

3.2.1.2 Observation: objective was to gather information and about food and beverages, music, atmosphere, decoration, service and activities that occur at target pubs and bars. Moreover, customers were observed in term of their behavior, rough demographic information such as age group and lifestyle for example, how they dress, they mostly come alone or with a group of friends / family. It helped to find some specific characteristics of customers at target pubs and bars that have been observed.

3.2.1.3 In-depth interview: objective was to gain business insight from people who work in this industry for example, business background, marketing strategies, normal practices etc.

The statements below describe expected results from each research method;

1. Be able to understand conduct of the business. (Objective 1)
2. Be able to identify strategies and tactics used to operate the business. (Objective 1)
3. Be able to summarize future trends / directions of the business. (Objective 5)

3.2.2 Descriptive research; Questionnaire survey is used for evaluate customer satisfaction. The statements below describe expected results from this research method.

1. Be able to identify appealing factors of successful pubs and bars that influence high customer satisfaction rate. (Objective 2)
2. Be able to understand customers' behavior about going out to pubs and bars. (Objective 3)
3. Be able to understand customers' attitude toward healthy behavior / activities. (Objective 4)
4. Be able to conclude key success factors of pubs and bars in selected Bangkok area. (Objective 5)

3.3 Identification of key research variables

In order to do the research, there are some important variables to be studied according to the research objectives as follows;

Conduct of business; business practices, points of difference, size of competitors, degree of competition and future direction etc.

Strategies and tactics; marketing strategies, promotion and pricing strategies etc.

Customer satisfactions; attitudes, behaviors and demographic information of respondents.

3.4 Target population

Target population which was applicable for qualitative and quantitative methods could be described as follows;

In-depth interview: To gather important information about structure of the business and strategies and tactics, target population for In-depth interview is people who own or work for that specific pubs and bars which are pubs owners, pubs manager, staff and music band members.

Questionnaire survey: To evaluate customer satisfaction, target population must be male / female respondents and they have been visited at least one of these pubs and bars: **HOBs**, **Good Story, Brown Sugar** and **S'MORES**.

3.5 Data collection plan

  3.5.1 Qualitative Methods

    3.5.1.1 Secondary research: basic information of pubs and bars in three selected areas was gathered in term of amount, the name, specific location, open time and review from customers etc. Target venues were chosen based on the exact characteristic that match for this study and a lot of review on the Internet. They could be summarized in each area as following;

    ▸ Thonglor: The Iron Fairies, HOBs, She bar

    ▸ Phra Athit Road: Brown Sugar, Good Story, Comme

    ▸ Groove at Central world: 1881 by water library, Hyde and Seek, S'MORES

Available time and accessibility for interview are the criteria to choose four out of nine venues and it must have at least one venue in each area.

           3.5.1.2 Observation: according to suitable timeline, four venues were chosen to study. Observation has been conducted in order to observe and gather some basic information at those specific pubs and bars in real situation. For example, food and beverages, service, atmosphere, decoration etc. **S'MORES, Good Story, HOBs** and **Brown Sugar** were observed on Oct 17th, Oct 18th, Oct 22nd and Nov 8th 2014 respectively.

           3.5.1.3 In-depth interview: it was conducted in order to gather insight information from people who work for that specific pubs and bars. The accessibility and time availability from each pub and bar were main criteria for getting an interview session. Four sessions of depth interview were conducted. Details are as follows; *(See Appendix B: in-depth interview questions)*

Table 3.1 In-depth interview timetable

Place	Date	Interviewee
S'MORES	Oct 17th, 2014	Head bar
Good Story	Oct 18th, 2014	Pub manager
HOBs	Nov 1st, 2014	Branch manager
Brown Sugar	Nov 8th, 2014	Owner

           3.5.2 Quantitative Method: Self-administered questionnaire and online questionnaire were distributed through physical channels and Internet by the following procedures;

- *Physical channel:* four set of questionnaires were used for each venue due to there is one part that has a specific question of each pubs and bars. Questionnaire was distributed to customers at **HOBs, Good Story, Brown Sugar** and **S'MORES**.

- *Internet:* one online questionnaire was used for all respondents and there was a screening question to get qualified respondents. Personal contact was used to seek for those pubs and bars customers and send online questionnaire to them. Questionnaire was distributed online via those four pubs and bars website / facebook fanpage

Time period for questionnaire distribution was from Jan 10th, 2015 – Jan 24th, 2015. Questionnaire described the meaning of "pubs and bars" for this study to respondents. The questions were separated into four parts. *(See appendix C: Customer satisfaction questionnaire)* Qualified numbers of respondents were 55, 53, 46 and 52 for HOBs, Good Story, S'MORES and Brown Sugar respectively. *(See appendix D: Summary of respondents' profile)*

3.6 Data analysis plan

The data analysis plan could be separated into two parts which were qualitative data analysis and quantitative data analysis. Analysis plans were performed by these following procedures:

3.6.1 Qualitative data analysis

3.6.1.1 Observation: findings were summarized in term of attributes from each pubs and bars which are location, atmosphere and decoration, food and beverages, music, activities and service.

3.6.1.2 *In-depth interview:* Result is summarized into four main points as following;

- *Basic information*: including business practice and information about food and beverages, music, service, atmosphere, decoration and activities at that specific pubs and bars.

- *Marketing strategies* and tactics: including target market, positioning and point of difference, pricing strategies and promotion and competition

- *Behind the scene:* including customers feedback / complaint, revenue / expense and difficulty in operating pubs and bars

- *Future direction: including* improvement needed and comment on future direction of pubs and bars industry

3.6.2 Quantitative data analysis: as the type of the data collection was questionnaire, the data was analyzed by using SPSS. The analysis focused on frequency distribution, cross-tabulations, means and standard deviations, correlation and differences between groups. The following table is a sample of how research results were reported;

Table 3.2 Sample table of result of One-way ANOVA for healthiness attitude

Respondents attitude	Mean			F	Sig.
	light user	moderate user	heavy user		
statement 1					
statement 2					
statement 3					

CHAPTER 4

RESEARCH FINDINGS

Results were interpreted from both qualitative research which were *secondary research*, *observation* and *in-depth interview* and quantitative research which was *customer satisfaction survey*. Findings were summarized in four topics as follows;

4.1 Qualitative Results

4.1.1 Pubs and bars industry in Bangkok

Nightlife activities in Bangkok are one of the important things for Bangkok people as many businesses are operated to support Bangkok nightlife such as clubbing, pubs and bars, 24 hours café and restaurants etc. Pubs and bars are one of businesses that regularly succeed in Bangkok. There are large numbers of competitors in this business and sizes vary from the small pubs to the big one which has many branches. There are at least 12 nightlife areas in Bangkok for example, RCA, Thonglor, Khao San Rd. etc. All areas include more than 50 pubs and bars. Moreover, new players continuously enter into this business so, there is a high degree of competition among these pubs and bars.

Operation time of pubs and bars in Bangkok is eight hours per day approximately. They normally open in the evening, starting time is from 5PM to 7PM depends on management, convenience, capability of each pubs and bars but every pub and bar has to stop operating at 2AM according to government regulation (Patin, 2011).

Because of the high degree of competition, point of difference which is mostly related to food, alcoholic beverage, music, service etc. is strategy for new players to introduce themselves to customers. For example, the new imported beer, the popular band. On the other hand, strategies for existing players are maintaining their competitive advantages and updating the trend and improving all the time. Renovation and promotion are normally implemented for existing players.

4.1.2 Key competitors in selected Bangkok area: HOBs, Good Story, Brown Sugar and S'MORES

4.1.2.1 The observation: findings were summarized for each key competitors as follows;

HOBs

<u>Location</u>: **HOBs** is located at Penny's Balcony, in front of Thonglor Soi 16. It is opposite to J-Avenue. It is easy to find because the big label "HOUSE of BEERS" in front. There are limited parking lots here, not more than 10 cars can park here.

<u>Atmosphere and decoration</u>: There are both outdoor and indoor table here. There are around 5-6 tables inside and more than 10 tables outside. There is a different in decoration between indoor and outdoor. There is light-colored inside. It is quite calm and quiet. For outdoor, it is decorated with trees and artificial grass on the floor.

<u>Food and Beverages</u>: There are different kinds of food here. Recommend plates are Belgian Fries and Beef strips. For beverages, there are many international draft beers here. The most popular one is Hoegaarden.

<u>Music</u>: there is an acoustic band play in indoor area but for outdoor area, most of the time they turn on TV for customers who want to watch soccer.

<u>Activities</u>: Customers, who decide to sit inside mostly love listening to the music, chat with each other. On the other hand, customers who choose to sit outdoor enjoy watching soccer and smoking.

<u>Service</u>: Tables are always full especially on Friday and Saturday which have live soccer match. However, there are sufficient staffs here to take a good care to customers.

In conclusion from several times of observation, it could be said that Hobs atmosphere and decoration are not that outstanding but their food and draft beer are remarkable. Their service is impressive also and their price is quite affordable when compare to other pubs and bars in this area. Moreover, the activities like watching soccer makes this place is one of the best destinations to hang out with friends.

Good Story

Location: **Good story** is located among many pubs and bars on Phra-Athit road. It is difficult to park a car around here especially on Friday and Saturday nights.

Atmosphere and decoration: There is a long bar and seven tables inside, two big tables with a sofa for 8-10 people and five tables for three to four people. There are two small tables outside also. Their furniture is quite unique. They use different kinds of sofa, chairs and tables. It makes their place looks not boring.

Food and beverages: Food menu here is quite simple but the taste is very good. They serve some international beers. Recommend alcoholic beverage here is cocktail. There are many different kinds to serve here.

Music: There are various types of bands here. Some bands perform international songs, some perform only Thai pop music. But all music is quite light and easy listening.

Activities: There are no any special activities here. People mostly come for having dinner, drinking and listening music.

Service: Because there are few tables here, only 4-5 staffs can handle all tables. There is second floor here but it is used for a big group of customers or customers who want to rent for a party. Therefore sometime foods come out late and some staffs have to standby on second floor.

In conclusion, among many pubs and bars on the road, the only outstanding thing here is the unique decoration. Price is affordable and a lot of promotions are provided here. But still **Good Story** is quite normal in every attributes. Therefore, it is very interesting to study why it is still always full of customers.

Brown Sugar

Location: **Brown Sugar** is quite isolated from other pubs and bars in this area. Because it is located on the roadside, it is difficult to find a car park.

Atmosphere and decoration: From the front area, there is a coffee and bakery zone. When walking inside, there is a beverage bar and a lot of small tables. Inside **Brown Sugar**, there are many dimmed color light. Decoration is very unique and remarkable. Most of interior decorations are related to jazz music.

Food and Beverages: Many kinds of international foods are provided here and the taste was great but what brings an advantage to **Brown Sugar** is the imported beer. They provide German, Belgium and Japanese beer. The numbers of brands they provide are much more than other pubs and bars in this area.

Music: Music band here play jazz music. It is one of their selling points. There is a music band schedule show to customers in front of the entrance door. There are two or three bands perform in each day.

Activities: It is very obvious that customers come to **Brown Sugar** to listen to jazz music. It could be seen that most of customers pay attention to the band and always give applause after the music end.

Service: On busy Friday and Saturday nights, sometimes their staffs could not handle a lot of customers especially when there is a group of customers holding a party on the second floor which is a large room with a stage.

In conclusion, **Brown Sugar** is a place for people who love jazz music. However, their food and beers are their selling point also. Their price are quite premium when compare to others pub and bars in this area. Even their location is far away from others but **Brown Sugar** is still a good place to hang out, listen to great music and have a great meal.

S'MORES

Location: **S'MORES** is located in Groove at Central World. Groove is a place that gathers many pubs and bars and restaurants. Due to very good location, it is quite easy to go and it is not difficult to find a parking spot at Central World.

Atmosphere and decoration: There are indoor and outdoor areas with a lot of tables. Decoration here is very spectacular. There is huge grizzly bear in front of the entrance and people love to take a photo with it. The interior also related to wildlife, tables and bar are made from wood.

Food and beverages: Most of menu here is international food, not Thai food. For the beverages, **S'MORES** have and recommend US beer which is different from normal pubs and bars in Bangkok which always recommend German and Belgium beer. For cocktail drink, customers can directly tell bartender which taste they like or even choose ingredients by themselves.

Music: There is a pop international music here but it could be told that music here is not remarkable. Customers do not care much about music. There is always a very loud noise from customers.

Service: There is always a queue for tables on Friday and Saturday night. Reservation is recommended. However, while customers is waiting for tables, their staff take a very good care by providing menu for customers to order in advanced and always come checking and talking to customers. They are very helpful. Even there are a lot of customers but they are willing to answer questions and give some good recommendations.

In conclusion, **S'MORES** is very unique in decoration and service. Their price is quite high. Food and beverage menu is quite different from others pubs and bars in this area. It is a good place for hanging out with friends.

4.1.2.2 Strategic background

(1) Target market and competitive positioning: From the research, it could be said that all pubs and bars position themselves and target their customers based on their PODs. **Brown Sugar** positioning is "The best Jazz music pub in Bangkok" and they target people who love listening to Jazz music. **Good Story** which is located among many competitors, they position themselves more premium than others pub and bars around there in term of international beer, price and service. They target people who willing to pay more for better music, better service and more choices of beer / cocktail to choose. **S'MORES** which is located in the center of Bangkok, they target people who want to find some place that they can go easily and a lot of car park provided. Most of their customers are office workers came from all around Bangkok. **HOBs** position themselves as the hub of fine international beers in Bangkok. Their customers come here because of their two main PODs which are beers and live soccer programs.

(2) Reputation and strengths: all of these key competitors have quite similar kind of food and beverages. They all serve international food but still have some Thai food in their menu. They all serve beer and cocktail. The different is their recommend menu. **HOBs** has a good reputation of the menu "Belgian fries" and its strong competitive advantage is international beers. For the decoration, **Brown**

Sugar and *S'MORES* pay much attention to it and the idea of decoration is came from what owners like which are wildlife decoration at *S' MORES* and Jazz music decoration at *Brown Sugar*. *Good Story* has a reputation about comfortable place to chill out with your friends and good live music. *Brown Sugar* and *Good story* have another competitive strength which is their place could be rented for holding private party / event.

4.1.2.3 Current strategies and functional capabilities

(1) Business practice and management: Normal operation time for most pubs and bars is different for these four places. For Brown Sugar, they have the coffee and bakery zone which is opened since 10 AM to 3 PM. *S'MORES* open from 11 AM to 1 AM. It opens by the Central World open time. *HOBs* and *Good Story* open from around 5 PM to 2 AM. There are many positions of staffs in pubs and bars. It depends on how they call them. For *S'MORES*, they have a head bar while *Brown Sugar* and *Good Story* call this position as pub manager. *HOBs* is the only one that have many branches so, they call staff that is in this position as branch manager. All of pubs have bartender, waiter / waitress, cook, accountant work regularly everyday.

(2) Pricing strategies and promotion: Pricing is one of the important things due to there are many pubs and bars compete with each other, they cannot set their price on their own. Branch manager at *HOBs* explained that their customers came and spent almost all night here for mostly watching soccer therefore, if they charge too much premium price, customers might not stay with them for many hours. They also provide some beer promotion in a certain period of time for example, the end of the year, World Cup etc. *Brown Sugar* charge quite premium price due to their cost from jazz band is quite high but the owner said that customers are willing to pay more for food and beverages in order to listen to jazz music. For promotion, they set a promotion by looking at the most popular beer they sell and give some promotion such as 2 pint free half pint of Hoegaarden. The owner said that not only he knows which beer is the best-selling, their supplier also know. Therefore, their supplier set the minimum order to them. If they cannot order up to the minimum order, supplier would not agree to sell to them so, they have to use promotion to help

them sell more. At **S'MORES**, their price is quite high due to their location. There rarely use promotion due to a lot of food and beverages here very differ from other so, customers do not have to compare and **S'MORES** do not have to use any promotion to attract them. The menu itself attracts customers to come here. **Good Story** always has a lot of promotions for both beer and cocktail due to high competition around there. Moreover, their price is quite premium than others pubs and bars in that area, promotion is one of the key thing to attract their customers.

(3) Competition: All of the interviewees said they know that the competition of this kind of business is very intense. They use many strategies to continue grow their business such as promotion. But from another different point of view, they all think they have to compete with themselves more than compete with other competitors because they all have something that customers like but how would they make their customers loyal to them? As **S'MORES** head bar said **S'MORES** will always adapt itself to new environment and the most important thing is service, all staffs have to maintain their service quality.

4.1.2.4 Recent accomplishments / results

(1) Revenue / expense: All of four pubs and bars got their main revenue from selling beverages not food. **Good story** and **Brown Sugar** got some extra cost from area on second floor which they got high revenue when people rent it for an event. For the expense, main cost is from beverage. However, **Brown Sugar** owner said that beside beverages, another main cost for them is the payment for jazz band.

(2) Feedback / complaint: "To find a car park is very difficult" is one of top feedback from customers of **HOBs**, **Good story** and **Brown Sugar**. In addition, in first few months after **Brown Sugar** and **S'MORES** were opened, they got a lot of complaint about poor service quality. Therefore they have to train their staff and have regular meetings to share feedback.

(3) Difficulty in operating pubs and bars: All interviewees said that they were discouraged and tired of doing this business due to all problems came to them all the time. Owner of **Brown Sugar** said that to handle all staffs and trained everyone of them to be consistent when deliver service to customers was hard. Head

bar of ***S'MORES*** faced the complaint from customers who have to wait for table and he lost some of them after long waiting time every weekend. However, interviewees thought that the important thing is you have to love what you are doing it would make you go through difficult time.

4.1.2.5 Similarities and differences

From the observation of four pubs and bars, they has something in common for example, all four places serve both international and Thai food. These four places also served same kind of alcoholic beverage, it might be different in number of brand but customers still find beer, whisky and cocktail from these pubs and bars. The atmosphere in these places was quite the same. It encouraged customers to have relaxing, chilling moment while having a good food and good beverage.

However, the observation laid out some patterns that show differences of these four pubs and bars. First, *they have different location strategy* which was leads to different groups of customers. For example, office workers were more likely to go ***HOBs*** or ***S'MORE*** because there are a lot of office buildings around there and it was easy to go by BTS while there were a lot of university students at ***Good story*** because it was closed to university. These four places also provided different type of music. For example, Brown Sugar provided a jazz music, ***S'MORE*** provided only international music while **Good Story** provided both Thai and international music. Moreover, from the interview, these four pubs and bars managed their management team in different ways according to their business size and responsibilities. For example, ***HOBs*** called its manager as branch manager because ***HOBs*** has many branches. ***S'MORE*** has a special position called head bar who take care of all staff at cocktail bar. It shown that S'MORE gave the important to its cocktail. Brown Sugar has only owner and staff due to the small size that the owner can handle overall operation by himself.

4.2 Quantitative Results

4.2.1 Performance evaluation by customer satisfaction survey

Important of related attributes and performance satisfaction score were evaluated in order to identify key success factor and area of improvement of pubs and bars. Results were summarized in two main topics as follows;

4.2.1.1 Understanding of pubs and bars customers

Customers of these four pubs and bars were categorized into three groups based on their average pubs and bars visit. 40.4% of them were heavy users, 44.2% were moderate users and 15.4% accounted for light users. 96.2% of customers visited pubs and bars with their friends and 50% of them chose to go with their colleagues. Only 4.8% of them chose to visit pubs and bars alone. For the average spending, all users mostly spended around 500 – 1,000 Baht each time they visited pubs and bars *(See Appendix E: Summary of frequency distribution table of pubs and bars customer behavior)*

Main criteria to choose pubs and bars from customer point of view were evaluated in term of important score of related attributes *(See appendix F: Summary of important attributes in choosing pubs and bars for entire sample).* Mean of important score are shown in figure 4.1

Figure 4.1 Important score of related attributes in choosing pubs and bars (N=104)
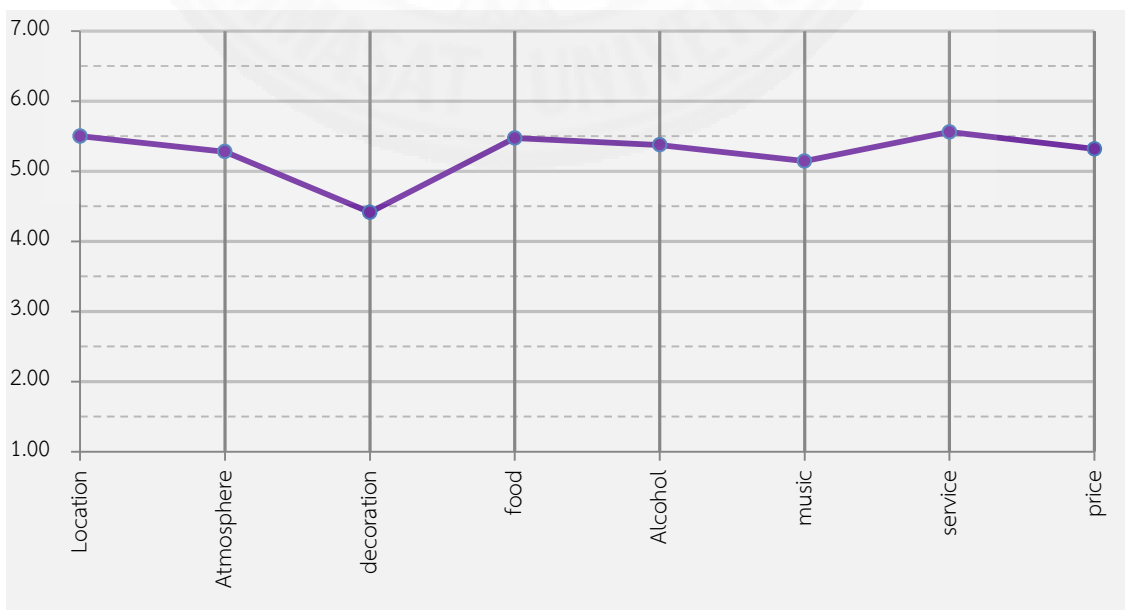
For entire sample, the three most important things were service, location and food respectively. Decoration of pubs and bars was the least important thing in choosing pubs and bars.

4.2.1.2 Appealing factors and area of improvements of four key competitors

Important score of related attributes were analyzed for each pubs and bars separately and they were compared with the actual performance score in order to identify the appealing factor and area of improvement. *(See appendix G: Summary of important score and actual performance score for each pubs and bars).* Perceptual maps of customer satisfaction were created as follows;

Figure 4.2 HOBs perceptual map
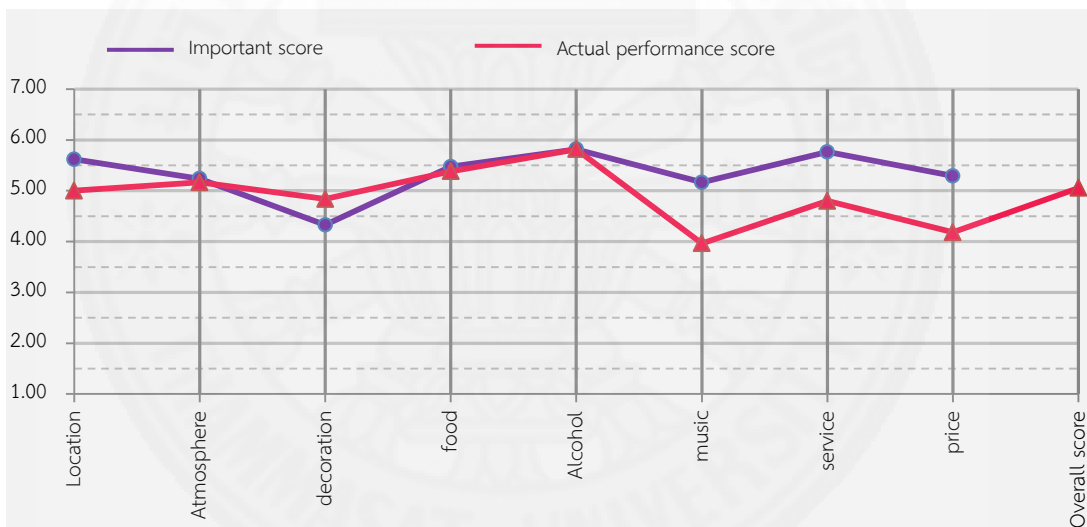
Figure 4.3 Good Story perceptual map
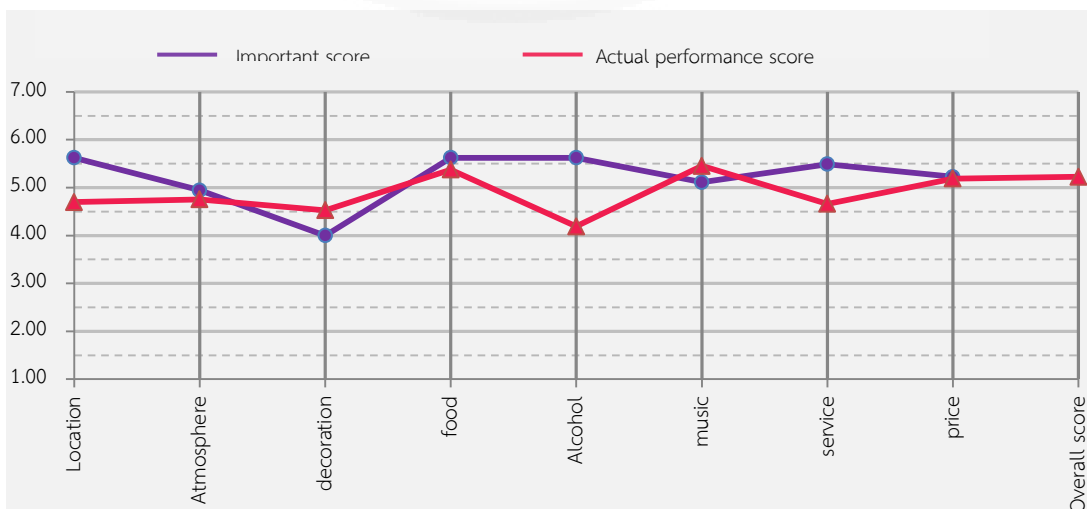
Figure 4.4 Brown Sugar perceptual map
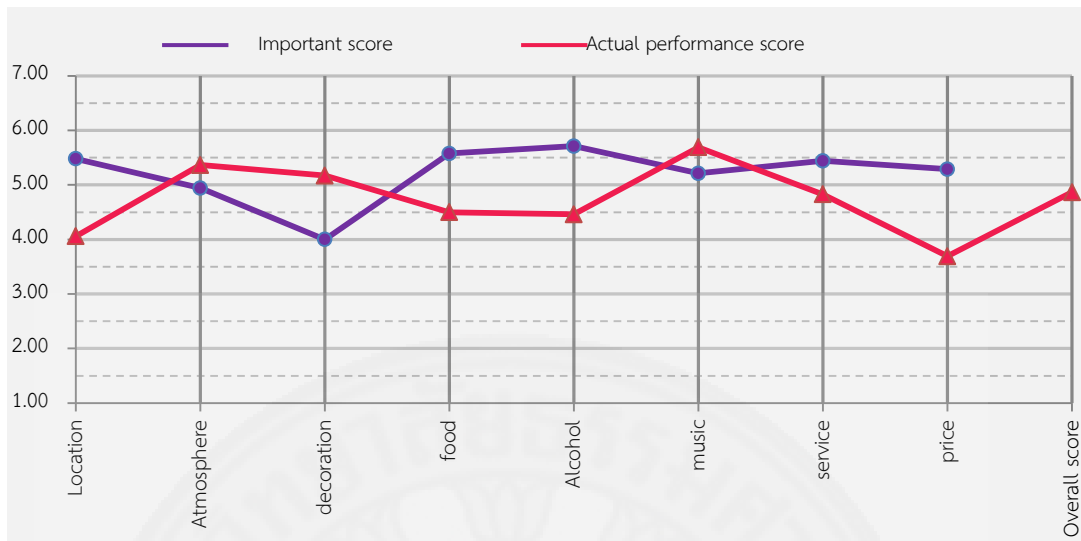
Figure 4.5 S'MORES perceptual map
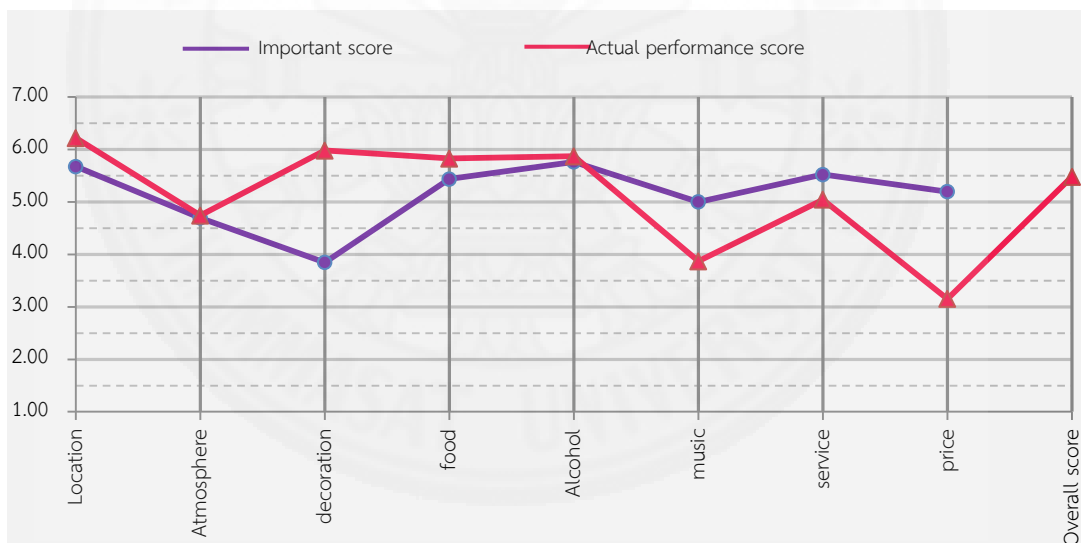
The ranks of important things were slightly different when looking at each place instead of looking at entire sample. Alcoholic beverage is the most important thing for customers of these four pubs and bars but, only **HOBs** and **S'MORES** could make it meet customer need while **Good Story** and **Brown Sugar** got the score much lower than customer expectation. However, **Good Story** and **Brown Sugar** did quite well about music. They got the satisfaction score beyond customer expectation while music at **HOBs** and **S'MORES** was in the first and

second lowest satisfaction score respectively. Location still ranked in the second place for customers of these four pubs and bars and **S'MORES** was the only place that got the score beyond customer expectation. For service which got the highest important score for entire sample, was still in top three ranks for these four pubs and bars so, it was important attribute but all four places still need to improve it to meet customer expectation.

In order to identify how much each attribute effect to the overall satisfaction score, correlation between individual attribute and overall satisfaction score was analyzed. Result is shown in table 4.1

Table 4.1 Correlation between overall satisfaction and individual satisfaction attribute by pubs and bars

	Location	Atmos-phere	deco-ration	food	Alcohol	music	service	price	N
HOBs	0.40	0.58	0.34	0.52	0.57	0.06	0.54	0.28	55
Good Story	0.20	0.52	0.34	0.68	0.02	0.54	0.56	0.43	53
Brown Sugar	-0.09	0.49	0.42	0.38	0.61	0.60	0.67	0.42	52
S'MORE	0.32	-0.08	0.46	0.52	0.51	0.13	0.54	0.08	46

From the result, correlation between individual attribute and overall satisfaction score that greater than 0.25 were significant at $p < 0.05$, two-tailed. *(See appendix H: correlation table of four key competitors)*

For **HOBs**, correlation between atmosphere, food, alcoholic beverage, service and overall score were high and quite similar while music was not an attribute that lead to high satisfaction score which explained why **HOBs** still got the high overall satisfaction score even though **HOBs** got the lowest score in music. The same explanation could be used for the price at **S'MORES**. Correlation between service and overall satisfaction core was significant for all four pubs and bars and it was quite high which emphasized the important of service in this business.

According to perceptual map, **Brown Sugar** got the lowest overall satisfaction score among four pubs and bars which was 4.87 and the highest score belong to **S'MORES** which was 5.48 out of 7.00. Even though they did not get a strongly satisfaction score but it could be said that they were successful in this business because when looking at the customer loyalty of these four pubs and bars,

most of them would come back to these places again in future and less than 3% would not come back again. Moreover, most of them would recommend these pubs and bars to others. **S'MORES** got the highest percent of come back customers and recommendation to others at 91.3% and 80.4% respectively. *(See appendix I: Frequency distribution table of recommendation and come back rate of four key competitors)*

To be more specific in the area of improvements, respondents were asked about attitude towards specific statements for four pubs and bars. *(See appendix J: Summary of customers' attitude towards specific statements about four key competitors)*. Parking area was the most important thing that customers thought it should be improved for **HOBs**, **Good Story** and **Brown Sugar** while customers thought price per person at **S'MORES** was quite high and they should improve about customers waiting time for available table and implement some beer promotion.

4.2.2 Healthiness of pubs and bars customers

Respondents were asked about their exercise behavior and their attitude toward healthy / unhealthy activities. Results were summarized in two main topics as follows;

4.2.2.1 Understanding healthy behavior of pubs and bars customers

Beside the average of pubs and bars visit, respondents were asked about the average of doing exercise. They were categorized into light, moderate and heavy users *(See appendix K: Frequency distribution table of doing exercise)*. Table 4.2 shows the relationship between exercise behavior and pubs and bars visit.

Table 4.2 Crosstabulation between exercise behavior and pubs and bars visit

Pubs and bars visit	Doing exercise			Total
	Light	Moderate	Heavy	
Light	8	4	4	16
Moderate	24	9	13	46
Heavy	28	11	3	42
Total	60	24	20	104

The overall relationship wass small but significant negative relationship. Gamma equals -.274 *at p < 0.05*. Other similar measures of the relationship are negative also. From the Chi-square test, Pearson Chi-square value equal 6.86, *df equals 4 at p < .143*. In other words, the more pubs and bars they visited, the less exercise they did. *(See appendix L: Summary of crosstabulation between exercise behavior and pubs and bars visit)*

4.2.2.2 Pubs and bars customers' attitude toward healthy / unhealthy behavior

To see the different attitude between three groups of pubs and bars users, mean score and ANOVA table were analyzed for interpretation *(See appendix M: Summary of respondents' attitude toward healthy / unhealthy behavior).* Table 4.3 shows the different attitude between light, moderate and heavy users of pubs and bars toward healthy / unhealthy behavior.

Table 4.3 Summary of different between groups for healthiness attitude

No.	Statements	Mean			F	*p*
		Light (n=16)	Moderate (n=46)	Heavy (n=42)		
1	I think exercise is important for me	6.00	5.76	5.14	4.63	0.01
2	I don't care if I would have less sleeping hour due to stay up late for hanging out at night	3.06	4.28	4.48	5.11	0.01
3	I do a lot of unhealthy activities	3.75	5.24	5.05	6.71	0.00
4	I don't have time for exercise	4.44	5.13	5.48	2.87	0.06
5	In my free time, I'd rather do exercise than other activities	4.31	4.24	3.69	1.91	0.15
6	I need more sleep	5.25	5.80	5.60	0.96	0.39
7	I feel that I'm getting fat	5.31	5.37	5.10	0.35	0.71
8	Going out at night make me feel unhealthy	5.25	4.80	4.93	0.54	0.59

From the result, mean of the first statement was significantly different between three groups of pubs and bars users $(F = 4.63, p < 0.01)$. It meant that three groups of users give the important to exercise differently, from mean score, light users thought exercise was important more than moderate and heavy users thought. The same results were shown for the second statement $(F = 5.11, p < 0.01)$. Light users disagreed with the statement *"I don't care if I would have less sleeping hour due to stay up late for hanging out at night"*, it meant that they care about it while moderate and heavy users quite agreed with the statement. For third statement, it was also different between three groups of users significantly $(F = 6.71, p < 0.00)$. Light users did less unhealthy activities when compare to moderate and heavy users. Statement number four and five were marginally significant, F value equal 2.87 and 1.91 at $p < 0.06$ and 0.15 respectively. The analysis suffers a bit from a small sample size and weak statistical power.

To summarize, all users of pubs and bars thought think that exercise is important for them because mean for three groups were above 4.00 but light users gave the important for exercise more than moderate and heavy users respectively. Light users did not like to hanging out at night because they would have less time to sleep while moderate and heavy users quite did not care much about having less time to sleep. Moderate and heavy users did a lot of unhealthy activities which is different from light users. However, all users did not think differently about statement six to eight, they all needed more sleep and they thought they were getting fat. It might because other activities made all users need more sleep or feel getting fat such as working hard so we did not see the difference between three groups of users. In conclusion, it could be said that light users are people who give an important to their health. They care about the activities they did and they do not like doing unhealthy activities. Moderate and heavy users had quite similar characteristics which were different from light users.

4.3 Future direction

4.3.1 Improvement needed

Beside the results from survey about area of improvements, all key competitors realized that their still a lot to improve even though they have been operated for many years and their operation is quite stable. From the interview, the important thing that has to keep update and improve service. Weekly / monthly meeting of the team is still needed to share feedback and recommendation from staffs.

4.3.2 Comment on future direction of pubs and bars industry

From the interview, it could be told that future direction is one of the main key to survive in this industry. ***Brown Sugar's*** owner is going to change the second floor to a guesthouse due to it would generate more revenue. ***HOBs*** new branch is considering to be opened in next few years. ***S'MORES*** second branch is one of the future plans also. Because interviewees thought there will be more pubs and bars continuously open year by year so, they have to stay ahead and keep adapt themselves to new environment.

CHAPTER 5
RESEARCH CONCLUSIONS

In summary, this research summarized key success factors with implications for decision makers in pubs and bars industry also the conclusion about healthiness of pubs and bars customers. A brief description of four key success factors based on qualitative and quantitative results were as follows;

5.1 Key success factors of pubs and bars in selected Bangkok area

POD is the selling point: from both in-depth interview and customer satisfaction survey, it obviously that successful pubs and bars must have at least one point of difference as their selling point. To be successful in this business, pubs and bars do not have to be the best in everything but they must have something that they are better than others. For the existing players, they have to update and improve their POD all the time to keep it as their sustainable competitive advantage. On the other hand, new players in this business have to come up with the selling point that competitors do not have. For example, **HOBs** has imported draft beers as their selling point and they always add new imported beers into their menu.

Service and location is the key: location is a crucial thing that needs to be carefully considered since you want to be in this business because it is the hardest thing to improve or change once you have made your decision. As from the survey, location ranks in the second place of important thing in choosing pubs and bars from customers' point of view. **S'MORES** is the only place that got the performance score at location beyond customers need and it leads to high overall satisfaction score significantly. **S'MORES** is located at Central World which is the place that a lot of people visit daily and easily reach by bts. Moreover, there are parking lots to support customers while **HOBs**, **Good Story** and **Brown Sugar** have parking lots issue from customers' point of view.

Besides the point of differences and good location, one thing that pubs and bars must have is a good service for example, well-trained employees and reservation system. Service helps support your pubs and bars in every angle because service is the first thing that customers are looking for when they choose any pubs and

bars to visit. Four key competitors did well at managing their POD but they all still could improve their service to meet their customers' need which would lead to higher overall satisfaction score significantly as service is the most important thing in choosing pubs and bars.

Adaptation and improvement is still needed: Even though key competitors in this industry are successful already but they continue adapt their pubs and bars with the trend and customers' needs and they always consider feedbacks they got from customers for improvement, all of these help them create loyalty customers. As from survey results, all four pubs and bars still have rooms to improve in different angle so, it is important for the existing players in this industry to keep update the trend and always find something to improve because eventually there would be new players enter in this industry to compete with the existing players.

5.2 Pubs and bars with healthiness concerns

Related issues with pubs and bars: going out to pubs and bars can cause many issues. Drunk driving is one of the main social problems in Thailand. However, some pubs and bars owners have realized this issue and they have some posters, ads in their place to help remind their customers about drunk driving for example, **HOBs** has the alcohol level tester machine in their place and customers thought it was a good idea and it was really helpful according to branch manager of **HOBs** Thonglor.

Beside drunk driving issue, there are health issues that caused from going out to pubs and bars. Alcoholism is the first one, one reason that people spend their time at pubs and bars because they are addicted to alcoholic beverages. Another issue is the obesity, having late dinner, drinking and sleeping less are things that happen when people use a lot of time at night by going out to pubs and bars which leads to obesity and having unhealthy habits.

Pubs and bars users' healthiness behaviors: it could be concluded from ANOVA results that people who like to visit pubs and bars a lot, has worse healthy habits than people who do not. Moderate and heavy users realized that they do a lot of unhealthy activities and they do not care much about their health while light users of pubs and bars thought that exercise, sleeping are important for them. This is one of the reasons why pubs and bars business is successful in Bangkok. It might because

they still need some relaxing moment from their stress daily life and that is what pubs and bars business stands for. In conclusion, the balancing of pubs and bars visit and doing some exercises would create a good habit and help decrease health issue of Bangkok people.

5.3 Research utilization

This independent study would lead existing players in pubs and bars industry to the improvement and it would help new players understand the structure of the business, understand how major competitors survive in the industry and know the possible future direction.

Moreover, results from customer satisfaction survey will be provided to four key competitors in term of overall performance score and area of improvements in order to help them improve their pubs and bars in the future. To elaborate the improvements for four pubs and bars, huge improvement for *HOBs* might be music because it got the lowest score among eight attributes of *HOBs*. However, it might be difficult to improve about music here due to people always watch soccer here but for service and price they could see huge impact to customer satisfaction if they improve service and price. For *Good Story*, they should add more different kinds of alcoholic beverages and they could also improve their service quality. Suggestion might be arrangement of employees training or meeting to improve service. There are many areas that would be informed to *Brown Sugar* owner in order to improve their customer satisfaction score. The most important thing to be improved is price. Also for *S'MORES*, price is the most important thing to be improved because it got the lowest score.

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APPENDICES

APPENDIX A

SUMMARY OF MATCHING RESEARCH OBJECTIVES WITH RESEARCH METHODS

matching research objectives with research methods

Research Objective	Qualitative		Quantitative
	Secondary	In-Depth Interview	Questionnaire
1. To identify the characteristics of successful pubs and bars in selected Bangkok areas.			
1.1. Identify business practice of successful pubs and bars.	✓	✓	
1.2. Identify point of different of successful pubs and bars.	✓	✓	
2. To evaluate performance of pubs and bars by customer satisfaction survey.			
2.1. Evaluate related attributes of pubs and bars that affect to customer satisfaction which are price, location, food and beverages, music, atmosphere and service.			✓
2.2. Identify appearing factors of successful pubs and bars which influence high customer satisfaction rate.			✓
2.3 Identify area of improvement for each specific pubs and bars.			✓
3. To understand customers' insight toward pubs and bars business.			
3.1. Understand customers' behavior about going out to pubs and bars.			✓
3.2. Understand main criteria to choose pubs and bars from customer point of view.			✓
4. To understand customers' insight toward healthiness.			
4.1. Understand customers' behavior about doing healthy activities.			✓
4.2. Understand customers' attitude toward healthy / unhealthy activities.			✓
5. To conclude the key success factors of pubs and bars in selected Bangkok area.	✓	✓	

Research Objective	Qualitative		Quantitative
	Secondary	In-Depth Interview	Questionnaire
6. To suggest future trend / direction of pubs and bars industry.	✓	✓	

APPENDIX B
IN-DEPTH INTERVIEW QUESTIONS

About the pubs

- Could you please introduce yourself and your pubs and bars?

- Why your pub has this name/ what it conveys to customer?

- How many year this place operate? And how many branches do you have?

Target market/positioning

- Who is your target market?

- How do you position yourself?

- What is the concept?

Business practice

- Normally, how many hours per day you operate this place?

- What is the open-close time?

- How do you manage your place normally? (manager, staff, bartender)

- How many staff are required in each day?

- Which day is the peak day and which day is quiet and how do you manage it?

PODs

- What is your POD, what makes people come here?

- 3 words of your place

- What is the most talk about here from your customer?

- Why should people come here and what do you think they like about this place?

Food and beverage/music/atmosphere/deco/activities

- What do you think about service/food and beverage/atmosphere/activities/music of your place?

- What kind of food/music you provide here?

- How about band schedule, how many band per day, how many hour/band?

Service

- Is there any reservation service for your customers? Can they use your place to hold any party?

- What others service you can provide to your customer?

Marketing/pricing strategies

- How do you price everything/ compare to competitor?
- How do your customer perceive about your selling price?
- What are your marketing strategies?
- Do you have any promotion at your place/how often/how do you set your promotion?

Customer satisfaction

- Have you ever get direct feedback from your customer?
- What is the most complaint you get from your customer?
- How do you handle it?

Competitor

- Who do you consider as your competitor, why?
- What is the reaction, how do you/they respond to others reaction?
- How can you survive among all pubs and bars in this area?

Back house

- Did your staff have to be trained?
- About preparing before open the pubs, what to prepare, how much time needed?
- How all staff/bartender/band are paid?
- What are the difficulties in operating this place?

Revenue/expense

- What is the main driver of your revenue?
- How much this place gain in month?
- What is your main expense?

Future trend/direction

- What do you think your place have to improve in order to grow in the future?
- What do you think of this industry future?
- What do you think is the future direction of your place?
- Do you have any plan to expand/ add new things for your place?

Pubs and bars related to health

- Do you concern that this kind of business affect to human health?

- What do you think of any health effect about people who like to hangout at this place?
- Do you think pubs and bars customers are less healthy than people who not go out at night?

APPENDIX C
CUSTOMER SATISFACTION QUESTIONNAIRE

Customer satisfaction survey of S'More

This survey has been conducted by a graduate student of MIM program in faculty of Commerce and Accountancy, Thammasart university. Purpose of the survey is to study behavior and attitude of consumer toward specific pub and bar and healthiness.
This survey is a part of independent study subject.

This survey is separated into four parts. It will take 10-15 minutes to finish the survey. Please answer all the questions in this survey.

If you have any query or need more information
please contact via email pichulada@gmail.com

Thank you for your response.

PART I: Behavior toward going out to pub and bar

1. How often do you go out to pub and bar in average?

☐ less than once a month ☐ once a month ☐ 2-3 times a month

☐ once a week ☐ 2-3 times a week ☐ more 3 times a week

2. How much do you spend when going out to pub and bar in average?

☐ less than 500 Baht ☐ 500 - 1,000 Baht ☐ 1,000 - 1,500 Baht ☐ more than 1,500 Baht

3. Normally, who do you go to pub and bar with? *(Select all that apply)*

☐ alone ☐ friends ☐ colleagues

☐ family ☐ boy friend/girl friend ☐ others (please specify) ....

4. Please give the important score to these attributes that you use to choose which pub and bar to go to?

	Not at all important	Low important	Slightly important	Neutral	Moderately important	Very important	Extremely important
Location	○	○	○	○	○	○	○
Atmosphere	○	○	○	○	○	○	○
Decoration	○	○	○	○	○	○	○
Food	○	○	○	○	○	○	○
Beverage	○	○	○	○	○	○	○
Music	○	○	○	○	○	○	○
Service	○	○	○	○	○	○	○
Price	○	○	○	○	○	○	○

PART II: Satisfaction rate toward specific pub and bar

5. please give the satisfaction score to these attributes at HOBs

	Strongly dissatisfied	Dissatisfied	Somewhat dissatisfied	Neither dissatisfied nor satisfied	Somewhat satisfied	Satisfied	Strongly satisfied
Location	○	○	○	○	○	○	○
Atmosphere	○	○	○	○	○	○	○
Decoration	○	○	○	○	○	○	○
Food	○	○	○	○	○	○	○
Beverage	○	○	○	○	○	○	○
Music	○	○	○	○	○	○	○
Service	○	○	○	○	○	○	○
Price	○	○	○	○	○	○	○
Overall satisfaction	○	○	○	○	○	○	○

6. How much do you agree with these following statements about HOBs?

(1 – Strongly disagree, 2 – Disagree, 3 – Somewhat disagree, 4 – Neither disagree nor agree, 5 – Somewhat agree, 6 – Agree,

7 – Strongly agree)

	1	2	3	4	5	6	7
I avoid going to HOBs on weekend due to it is crowded	○	○	○	○	○	○	○
When I want to drink beer, HOBs is one of the place I consider to go.	○	○	○	○	○	○	○
Price per person is expensive	○	○	○	○	○	○	○
I always order HOBs recommended menu (Belgian fries etc.)	○	○	○	○	○	○	○
I always go to HOBs for watching soccer	○	○	○	○	○	○	○
Staff and bertenders are friendly	○	○	○	○	○	○	○
I don't need any music/band when I came here	○	○	○	○	○	○	○
It would be great if there are more parking lots here	○	○	○	○	○	○	○

7. Would you recommend HOBs to your friends?

☐ Yes ☐ maybe ☐ No

8. Would you come to HOBs again?

☐ Yes ☐ maybe ☐ No

9. What are things that HOBs can improve for customers?

PART III : Behavior toward healthiness

10. How much do you have an exercise in average?

☐ less than once a month ☐ once a month ☐ 2-3 times a month

☐ once a week ☐ 2-3 times a week ☐ more than 3 times a week

11. How much do you agree with these following statements?

(1 – Strongly disagree, 2 – Disagree, 3 – Somewhat disagree, 4 – Neither disagree nor disagree, 5 – Somewhat agree, 6 – Agree,

7 – Strongly agree)

	1	2	3	4	5	6	7
I think exercise is important for me	◯	◯	◯	◯	◯	◯	◯
I don't care if I would have less sleeping hour due to stay up late for hanging out at night	◯	◯	◯	◯	◯	◯	◯
I do a lot of unhealthy activities	◯	◯	◯	◯	◯	◯	◯
I don't have time for exercise	◯	◯	◯	◯	◯	◯	◯
In my free time, I'd rather do exercise than other activities	◯	◯	◯	◯	◯	◯	◯
I need more sleep	◯	◯	◯	◯	◯	◯	◯
I feel that I'm getting fat	◯	◯	◯	◯	◯	◯	◯
Going out at night make me feel unhealthy	◯	◯	◯	◯	◯	◯	◯

Part IV : Personal information

12. What is your gender?

☐ Male   ☐ Female

13. What is your age range?

☐ under 18 years old   ☐ 18 - 25 years old   ☐ 26 - 35 years old

☐ 36 - 45 years old   ☐ 46 - 55 years old   ☐ over 55 years old

14. What is your occupation?

☐ officer   ☐ government officer   ☐ student

☐ freelance   ☐ self-employed   ☐ unemployed

☐ others (please specify) …………………………………

15. What is your average individual monthly income?

☐ less than 8,000 Baht   ☐ 8,001 – 15,000 Baht   ☐ 15,001 – 20,000 Baht

☐ 20,001 – 35,000 Baht   ☐ 35,001 – 50,000 Baht   ☐ More than 50,000 Baht

16. What is your current marital status?

☐ single   ☐ married   ☐ widowed   ☐ divorced/seperated

☐ others (please specify) …………………………………

End of the survey

APPENDIX K
FREQUENCY DISTRIBUTION TABLE OF DOING EXERCISE

	Frequency	Percent	Cumulative Percent	Usage categories	Frequency	Percent	Cumulative Percent
less than once a month	37	35.6	35.6	light	60	57.7	57.7
once a month	23	22.1	57.7	moderate	24	23.1	80.8
2-3 times a month	17	16.3	74.0				
once a week	7	6.7	80.8	heavy	20	19.2	100.0
2-3 times a week	15	14.4	95.2				
more than 3 times a week	5	4.8	100.0				
Total	104	100.0			104	100.0	

Respondents attitude		Sum of Squares	df	Mean Square	F	Sig.
I think exercise is important for me	Between Groups	12.25	2	6.12	4.63	0.01
	Within Groups	133.51	101	1.32		
	Total	145.76	103			
I don't care if I would have less sleeping hour due to stay up late for hanging out at night	Between Groups	24.14	2	12.07	5.11	0.01
	Within Groups	238.74	101	2.36		
	Total	262.88	103			
I do a lot of unhealthy activities	Between Groups	27.25	2	13.63	6.70	0.00
	Within Groups	205.27	101	2.03		
	Total	232.53	103			
I don't have time for exercise	Between Groups	12.59	2	6.30	2.87	0.06
	Within Groups	221.63	101	2.19		
	Total	234.22	103			
In my free time, I'd rather do exercise than other activities	Between Groups	8.13	2	4.07	1.91	0.15
	Within Groups	214.78	101	2.13		
	Total	222.91	103			
I need more sleep	Between Groups	3.76	2	1.88	0.96	0.39
	Within Groups	198.36	101	1.96		
	Total	202.12	103			
I feel that I'm getting fat	Between Groups	1.73	2	0.86	0.35	0.71
	Within Groups	249.77	101	2.47		
	Total	251.50	103			
Going out at night make me feel unhealthy	Between Groups	2.36	2	1.18	0.54	0.58
	Within Groups	221.02	101	2.19		
	Total	223.38	103			

BIOGRAPHY

Name	Ms. Pichulada Foofung
Date of Birth	September 30, 1989
Educational Attainment	Bachelor of Science, Food Technology program, Chulalongkorn University
Work Position	Research analyst Market Support co.,ltd.