RESEARCH ARTICLE

Drivers of Revisit Intentions at Michelin-Starred Restaurants in Thailand: The Role of Innovation, Quality, and Satisfaction

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ABSTRACT

This study analyzed factors impacting consumers' revisit intentions at Michelin-starred restaurants in Thailand. Survey data from 400 patrons of Michelin-starred establishments revealed high intentions to revisit driven by service innovation, product innovation, restaurant quality, and customer satisfaction. Structural equation modeling indicated a significant positive influence of these four key factors – collectively explaining 60.7% of the variance in repeat patronage intentions. The findings imply that emphasizing creativity and novelty in food and service delivery enhancements, upholding facility excellence, and ensuring positive sensory and value perceptions underpins customer loyalty for Michelin-starred dining. Practical and policy implications center on restaurant and tourism industry strategies to continually elevate standards, differentiate offerings, and promote Thailand as a premier culinary destination. Addressing limitations of sample representation and variables examined, further research should adopt mixed methods designs incorporating observational and longitudinal approaches to deepen insight into revisiting behavior within luxury dining segments.

1. INTRODUCTION

Thailand's promotion of food tourism is a strategic collaboration between the Tourism Authority of Thailand (TAT) and THE Michelin Travel Partner Company, which produces the renowned *Michelin Guide Thailand*. This initiative, spanning five years (2017-2021), aims to elevate Thai cuisine and chefs globally, enhancing Thailand's reputation as a premier culinary destination ("Thailand to launch Michelin Guide Bangkok," 2017). The collaboration aligns with efforts to bolster Thailand's food tourism quality, positioning it as a top destination for gastronomic experiences.

Michelin-starred restaurants are crucial in attracting tourists, offering exceptional dining experiences endorsed by gourmets and chefs worldwide. With over 30,000 restaurant reviews across 30 countries, the Michelin Guide started awarding stars in 1926 based on stringent criteria while distinguishing restaurants for their culinary excellence (Braun & Bockelmann, 2016). As of January 18, 2024, a Bloomberg analysis of Michelin Guide data reported 3,470 Michelin-starred restaurants globally (The MICHELIN Guide, 2023)**,** of which 447 were in Thailand (Phakdeetham, 2024).

According to multiple studies, a diner's restaurant experience is based on the individual's observations, knowledge, and the restaurant's attribute perceptions. At the same time, they dine (Barrera-Barrera, 2023;), with a diner's experience as an essential competitive advantage source for managers within the restaurant industry (Mathayomchan & Taecharungroj, 2020; Al-khresheh et ., 2024). Thus, a top research priority has been to ascertain which factors influence each diner's

experience, as knowing what diners perceive as necessary influences how gastronomic entrepreneurs and chefs achieve customer satisfaction, positive word of mouth, and loyalty (Lai, 2020; Mathayomchan & Taecharungroj, 2020).

Simultaneously, gastronomic experience satisfaction (e.g., culinary tourism) affects tourist satisfaction with their destinations (Jiménez-Beltrán *et al.,* 2016; Liberato et al., 2020) and thus becomes a crucial factor in travel destination selection and revisit intention (Castillo-Manzano *et al.,* 2021). Moreover, culinary tourism can make a significant impact on a nation's economic development, with Michelin-starred restaurant dining as the major impetus for travel (Björk & Kauppinen-Räisänen, 2014; Pezenka &Weismayer, 2020; Phakdeetham 2024). Although there is no strict consensus within the literature concerning the main attributes of customer dining satisfaction, four main factors stand out. These are food quality (Ardyan et al., 2023; Surlemont & Johnson, 2005), customer service (Barrera-Barrera, 2023), decor and ambiance, and value for money. Beyond these expected factors leading to customer revisit intention, open innovation capabilities are also beginning to play a significant role in fine dining haute cuisine (Braun & Bockelmann, 2016; Surlemont & Johnson, 2005).

Since the first publication of the Michelin Guide in Thailand in 2017, the governor of Thailand's Tourism Authority (TAT) has stated that the impact on the Kingdom's culinary tourism has resulted in an estimated \$36 million increase to Thailand's tourism sector (Phakdeetham, 2024). Interestingly, only 6% (219) of the global Michelin-starred restaurants were run by women, two of which are in Thailand (Garima Arora of *Gaa* and Chudaree Debhakam of *Baan Tepa*).

Despite anticipated growth in the restaurant industry, challenges persist due to the COVID-19 pandemic's lingering effects. While recovery is underway, profitability remains a concern, particularly for full-service restaurants. However, limited-service establishments, including street food vendors, stand to benefit from increased foot traffic and the rapid increases in both domestic and international tourism, albeit with profitability challenges (Kasikorn Research Center, 2023). In this mix of venues, Thailand's 'street food' stands out and is world-renowned, making Thai cuisine a favorite to many (Sornsaruht & Sawmong, 2017; 2018). Globally, Thai street food has become famous for its simplicity, popularity, and being at the forefront of food innovation (Pennell, 2018; Tangtatswas et al., 2019), with one vendor even managing to obtain a Michelin star (Phakdeetham, 2024).

Given these circumstances, Michelin-starred restaurant operators must prioritize sustainable quality to drive repeat patronage. Factors influencing customer return vary but often include personal satisfaction and unique selling points such as product and service innovation. These innovations encompass fresh ingredients, nutritional principles, culinary mastery, and service enhancements like self-service options and attentive staff (Kasikorn Research Center, 2023).

Therefore, this research aims to explore the factors impacting the revisit intention of Michelin-starred restaurants in Thailand, providing insights for entrepreneurs to develop strategies enhancing food tourism. Elevating Thai cuisine and hospitality standards globally will bolster Thailand's tourism and service sectors, positioning it as a culinary leader on the international stage. While research directly focusing on Michelin-starred restaurants in Thailand may be scarce, this study contributes valuable insights to the local context, informing future research and development endeavors.

Research Gap: Bridging Innovation and Repeat Patronage

While existing literature has delved into the determinants of consumers' revisit intentions at restaurants, a noticeable gap persists concerning the specific dynamics and drivers of repeat patronage at Michelin-starred establishments, particularly in Thailand. While some studies have examined factors like service quality and customer satisfaction, there needs to be more comprehensive research exploring the collective impact of product innovation, service innovation, restaurant quality, and customer satisfaction on repeat patronage.

To address this gap, this study aims to unravel the intricate relationship between innovation and repeat use in the context of Michelin-starred restaurants in Thailand. The research seeks to provide valuable insights for restaurant managers, marketers, and tourism authorities by delving into the unique attributes and drivers of consumer behavior in this exclusive segment.

Research Questions

RQ1: What are the key factors influencing consumers' repeat use of Michelin Star restaurants in Thailand, and what is the relative importance of each factor?

RQ2: How do product innovation, service innovation, restaurant quality, and customer satisfaction collectively contribute to consumers' revisit intentions at Michelin Star restaurants in Thailand?
RQ3: What is the level of repeat use by consumers of Michelin Star restaurants in Thailand, and how does it vary across different dimensions, such as product innovation, service innovation, restaurant quality, and customer satisfaction?
RQ4: To what extent do specific aspects within each factor impact consumers' decisions to revisit Michelin Star restaurants in Thailand?
RQ5: How do the factors affecting repeat use align with consumers' perceptions and expectations of Michelin Star restaurant experiences in Thailand?
These research questions serve as a roadmap for exploring the nuanced dynamics of consumer behavior and preferences within the haute cuisine dining context, shedding light on the interplay between innovation and repeat patronage at Michelin-starred restaurants in Thailand.

1.1. LITERATURE REVIEW

1.2. Product Innovation (PI)

In the dynamic landscape of the restaurant industry, where competition is fierce and consumer preferences continually evolve, product innovation (PI) emerges as a cornerstone for success. At the heart of the argument lies the fundamental premise that PI is not merely a strategic choice but a necessity for restaurants striving to carve a niche in the market. It catalyzes elevating the dining experience, a pivotal factor in shaping Restaurant Image (RI) and ensuring customer satisfaction. Rajput and Gahfoor (2020) assert that a better dining experience is intrinsically linked to RI, influencing customer loyalty and repeat patronage.

Several factors contribute to RI, ranging from food quality and service excellence to the ambiance and overall presentation. Şahin et al. (2021) and The MICHELIN Guide (2023) underscore the importance of unique food offerings, improved service quality, and creating an inviting physical environment in bolstering RI. These elements not only attract customers but also foster a sense of loyalty by resonating with their preferences and expectations.

Moreover, the allure of novelty cannot be overstated. Theme restaurants, as highlighted by Reiner (2023), have the power to captivate diners, offering an immersive experience that transcends mere sustenance. In today's digital age, where smartphones often compete for attention, innovative concepts that engage the senses and spark curiosity are invaluable assets for restaurants seeking to stand out in a crowded marketplace.

The influence of familiar contexts on product novelty, as elucidated by Nagaraj et al. (2020), underscores the importance of understanding customer preferences and cultural nuances. By tapping into familiar themes and culinary traditions, restaurants can create products that resonate with their target audience, enhancing customer satisfaction and loyalty.

Building on this foundation, research by Nataya and Sutanto (2018) and Peng and Chen (2015) sheds light on the symbiotic relationship between PI, marketing performance, and brand loyalty. When coupled with service innovation, product innovation emerges as a potent driver of marketing success, fostering brand loyalty and advocacy among customers.

In luxury dining, where discerning patrons seek a meal and an experience, the stakes are even higher. Peng and Chen's (2015) study on luxury restaurant consumption behavior underscores the pivotal role of emotional stimuli, such as food quality and service excellence, in shaping brand loyalty. PI assumes a strategic significance here, with innovative offerings and immersive dining experiences as critical differentiators in a competitive landscape.

Finally, Pitjatturat et al. (2021) offer valuable insights into the intersection of entrepreneurial marketing orientation and new product development performance in the restaurant industry. By embracing a customer-centric approach and leveraging innovative marketing strategies, restaurants can enhance their competitiveness and drive sustainable growth through PI.

In conclusion, the evidence presented underscores the indispensable role of PI in shaping RI, driving customer satisfaction, and fostering brand loyalty in the restaurant industry. As consumer expectations evolve, restaurants must embrace innovation as a guiding principle, continually seeking new ways to delight and engage their audience. Only by staying at the forefront of PI can restaurants hope to thrive in an ever-changing landscape, securing their position as culinary destinations for discerning diners.

1.3. Service Innovation (SI)

Service innovation in the restaurant industry is crucial for influencing RI, with research showing that service quality is critical in determining revisit intention at restaurants (Rajput & Gahfoor, 2020). Restaurant SI, especially during the COVID-19 pandemic, has been linked to using digital technologies to reduce customers' risk perception, positively impacting revisit intention. Additionally, the ease of visitors, transportation, entertainment, and service satisfaction have been identified as factors influencing restaurant visitors' RI. Therefore, service innovation, including the use of technology and the overall service experience, plays a significant role in shaping customers' intention to revisit a restaurant (Ding et al., 2022).

Service innovation also plays a crucial role in setting apart businesses in today's competitive landscape. It involves constantly creating new ideas, methods, and approaches to meet evolving consumer needs and ensure long-term growth and sustainability. To effectively implement service innovation strategies, organizations often focus on four key elements:

New Service Delivery

This involves enhancing existing service processes or introducing new methods to deliver customer services more efficiently and conveniently. By continuously improving service delivery mechanisms, businesses can enhance customer satisfaction and loyalty (Gremyr et al., 2014).

New Technology Integration

Leveraging technology to innovate services is essential for creating additional value for customers. Incorporating technologies such as online platforms and social networks allows businesses to expand their market reach and cater to a broader audience, thereby increasing competitiveness (Giannopoulou et al., 2014).

Development of New Service Concepts

One crucial aspect of service innovation involves amalgamating various service offerings to create comprehensive customer solutions. By integrating services with products or other complementary offerings, businesses can effectively cater to the diverse needs of customers, thereby setting themselves apart from competitors and adding significant value (Lance, 2012; Lowe, 2011).

A remarkable exemplar of service innovation within the realm of restaurants is exemplified by the Haidilao Hot Pot (HHP) Restaurant brand. HHP restaurants transcend mere food service through their adept use of service innovation (SI), thereby transforming the dining experience. SI is leveraged to uphold high service standards, prioritize quality service, and ensure exceptional raw material quality (Chen et al., 2015). Consequently, SI emerges as a fusion of knowledge and creativity, yielding benefits for both the economy and society.

The scope of Haidilao's service innovation extends beyond culinary offerings. The brand provides a comprehensive array of amenities, including facilities for children, complimentary ice cream and desserts, a diverse selection of beverages, complimentary manicure services, and access to massage chairs to enhance customer comfort and entertainment while awaiting their meal (Boonbandit, 2019; Chang, 2022; Jiao, 2019; Wu, 2021; Zhang & Xu, 2016). Moreover, patrons are treated to complimentary performances during their dining experience, thus immersing them in a wholly novel and captivating journey. Dining at HHP restaurants transcends mere sustenance; it encompasses indulging in a memorable and entertaining experience from arrival to departure.

Enhanced Customer Interaction

Facilitating seamless communication and interaction between service providers and customers is vital for practical service innovation. By providing multiple channels for information exchange and feedback, businesses can better understand customer preferences and tailor their services accordingly, ultimately enhancing overall customer satisfaction (Ryu & Lee, 2012). In summary, service innovation drives organizational value and competitiveness and fosters continuous improvement and adaptation to meet evolving consumer demands and market dynamics (Grawe et al., 2009).

1.4. Restaurant Quality (RQ)

In Thailand's thriving tourism industry, the quality of restaurants plays a pivotal role in shaping visitors' overall experience, thereby influencing their decision to revisit. The government's initiatives to promote tourism underscore the significance of enhancing the quality and standards of restaurants, recognizing them as key drivers of tourist satisfaction and expenditure.

Physical Appearance of the Restaurant

The physical appearance of a restaurant serves as the first point of contact for diners and significantly impacts their initial impression. A visually appealing exterior and interior design and well-maintained facilities can evoke a sense of satisfaction and intrigue among patrons. Research by Longart (2015) and Kyun (2023) has highlighted that a restaurant's aesthetic appeal and ambiance contribute to diners' decision-making process, influencing their likelihood to return for future visits. An inviting and attractive environment enhances the overall dining experience, leaving a lasting impression on customers.

Management Controls

Effective management practices are essential for ensuring a restaurant's smooth operation and success. From staff management to inventory control, efficient operational processes contribute to the overall quality of service delivery. A well-managed restaurant meets customer expectations and strives to exceed them by consistently delivering high-quality food and service. By implementing robust management controls, restaurant operators can enhance operational efficiency, optimize resources, and maintain service standards, fostering customer satisfaction and loyalty.

Image of the Restaurant

The image of a restaurant encompasses consumers' perceptions of its overall reputation, brand identity, and value proposition (Auapinyakul et al., 2022). It reflects diners' collective experiences

and impressions, shaping their expectations and influencing their decision to revisit. Positive word-of-mouth (Lai, 2020), online reviews, and brand reputation contribute to building a favorable image of the restaurant (Auapinyakul et al., 2022), attracting new customers, and retaining existing ones. Jin et al. (2012) emphasize the importance of managing the restaurant's image to create a positive and memorable impression among diners, ultimately fostering repeat patronage and sustaining long-term success.

In conclusion, restaurant quality encompasses various elements that contribute to diners' satisfaction and likelihood of revisiting. By prioritizing physical appearance, management controls, and brand image, restaurants can create compelling dining experiences that resonate with customers, fostering loyalty and driving repeat business in Thailand's vibrant hospitality industry.

1.5. Consumer Satisfaction (CS)

Consumer satisfaction (CS) is a pivotal measure in evaluating the effectiveness of products and services in the hospitality industry. This essay delves into the multifaceted dimensions of CS within the context of restaurant experiences, drawing insights from scholarly research and empirical studies. At its core, CS is shaped by consumers' interactions with products and services, with positive attitudes reflecting satisfaction and negative attitudes signaling dissatisfaction, as noted by Benaglia et al. (2023). Trust emerges as a crucial mediator between satisfaction and its drivers, underscoring the importance of fostering a sense of reliability and credibility in consumer-business relationships.

In the realm of restaurant experiences, three key areas emerge as pivotal in assessing CS, commonly evaluated through questionnaires:

Food Taste: The sensory experience of food plays a central role in shaping consumer perceptions. Positive responses indicate that the food is delicious but also flavorful and enjoyable to consume, as highlighted by Sornsaruht and Sawmong (2017).

Value for Money: This aspect evaluates the perceived balance between the price of the meal and its corresponding value. Consumers assess whether the cost justifies the quality and quantity of food provided, as observed by Kyun (2023) and Praditbatuga et al. (2022).

Restaurant Service: An amalgamation of various elements, restaurant service encompasses attentiveness to customers' needs, efficiency in serving food, and courteousness in handling transactions. Factors such as friendliness, politeness, and promptness of service significantly influence consumer satisfaction in this domain.

Further insights into CS are gleaned from empirical studies, shedding light on the nuanced dynamics of consumer perceptions and preferences. Thalang et al. (2019) explore the factors influencing bottled water CS, revealing the significant impact of corporate social responsibility (CSR), brand trust (BT), and brand image (BI) on consumer perceptions. The study underscores the need for companies to develop CSR campaigns focused on environmental sustainability to enhance CS. Similarly, Barrera-Barrera (2023) identifies key attributes of consumer experience in Michelin-starred restaurants, emphasizing the importance of customer attention and food quality in driving CS. The study highlights the nuanced interplay between various factors and restaurant ratings, offering valuable insights for restaurant managers striving for culinary excellence.

Rita et al. (2023) provide further insights into the evolving landscape of CS in the digital age, analyzing online review sentiments towards Michelin-starred restaurants. The study reveals fluctuations in consumer sentiments across crucial aspects such as food, service, ambiance, and price following the award of a Michelin Star. These findings underscore the need for restaurants to curate unique and compelling gastronomic experiences that resonate positively with consumers and drive CS.

In conclusion, CS in the restaurant industry is a multifaceted construct influenced by various factors ranging from food taste and value for money to service quality and brand image. By understanding and addressing these factors, restaurants can enhance consumer satisfaction, foster loyalty, and thrive in an increasingly competitive landscape.

1.6. Revisit Intention (RI)

Revisit intention (RI) signifies customers' willingness to return to a particular establishment based on their satisfaction with the service received during their initial visit. It reflects a positive experience that motivates patrons to revisit and recommend the venue to others. RI is assessed through several key indicators:

Purchase Willingness: This indicator evaluates how much customers are willing to invest financially in utilizing the establishment's services. It reflects their perceived value of the offerings and their readiness to pay a premium.

Recommendation to Others: A crucial measure of customer satisfaction is their likelihood to endorse the establishment to acquaintances, friends, or family. Positive word-of-mouth recommendations indicate high satisfaction and Trust in the service provided.

Return to Purchase: This metric captures customers' intention to revisit the establishment in the future. It underscores their satisfaction with the experience received and their willingness to patronize the venue again, driven by the positive impression created during the initial visit.

According to Rajput and Gahfoor (2020), these components collectively contribute to assessing revisit intention, emphasizing the significance of customer satisfaction in fostering loyalty and repeat business.

Chun and Nyam-Ochir (2020) emphasized the importance of customer satisfaction in the fast-food restaurant industry, examining its influence on long-term sustainability. Their study utilized the DINESERV scale to evaluate factors influencing customer satisfaction, revisit intention, and likelihood of recommendation for Mongolian and global fast-food restaurants. The study found that food quality, service quality, price, and restaurant atmosphere positively impact customer satisfaction, revisit intention, and likelihood of recommendation for both restaurants. Additionally, customer satisfaction was found to influence RI and the likelihood of recommendation positively.

Lamai et al. (2020) investigated the determinant factors affecting revisit intention, focusing on service dimensions, food quality, and price perception. Their study, based on the Service Quality (SERVQUAL) model and the Theory of Reasoned Action (TRA), revealed that perceived service quality, food quality, and price perception directly affect customer satisfaction and indirectly impact revisit intention. Perceived service quality was identified as the most significant influence, while food quality had the least influence on customer satisfaction. The findings offer valuable insights for restaurant managers to enhance service quality and competitiveness in the face of stiff competition.

Foroudi et al. (2021) employed the planned behavior theory to analyze the role of brand attachment, brand characteristics, and congruence in enhancing brand attitude, revisiting intentions, and word-of-mouth (WOM) in the restaurant sector. Their study found that brand attitude positively influenced revisit intentions and WOM. Moreover, the analyzed concepts were positively correlated and significantly impacted revisit intentions and WOM, except for social self-congruity, which showed no significant relationship with brand attitude.

1.7. Research hypothesis

The authors propose the following four hypotheses (Figure 1).

Hypothesis H1: Product innovation (PI) affects a diner's revisit intention (RI).

Hypothesis H2: Service innovation (SI) affects a diner's revisit intention (RI).

Hypothesis H3: Restaurant quality (RQ) affects a diner's revisit intention (RI).

Hypothesis H4: Consumer satisfaction (CS) affects a diner's revisit intention (RI).
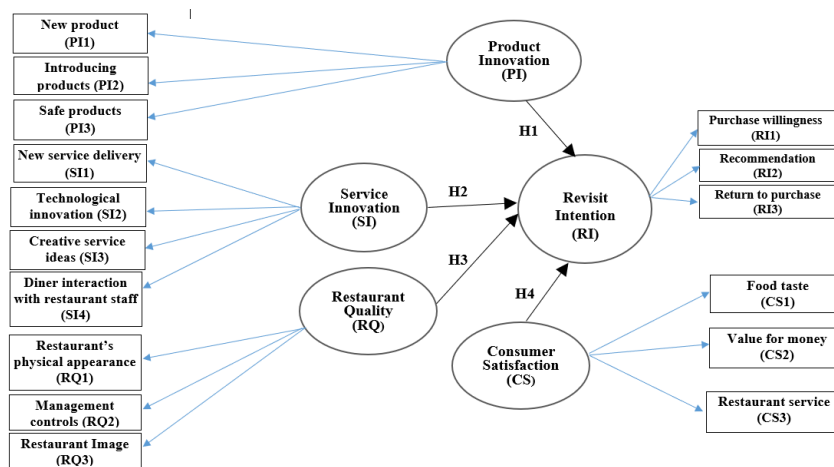
Fig. 1: Revisit intention conceptual model
Source: The authors

METHODS

Population and Sample

The population comprises diners who have patronized Michelin-starred restaurants at least twice. Since the researchers lacked precise knowledge of the population and its proportions, a sample was determined using a formula designed for such circumstances, ensuring a confidence level of 95% (Cochran, 1953). Consequently, the sample size was calculated to be approximately 384.16 individuals, rounded up to 400 to accommodate potential errors in data collection. The researchers employed multi-stage random sampling involving the following steps:

Step 1: Quota Sampling: Given a sample size of 320, quota sampling was utilized. The Michelin-starred restaurants were categorized into two groups based on their star ratings: 1-star and 2-star establishments, as illustrated in Table 1.

Step 2: Purposive Sampling: The researchers employed purposive sampling to target customers who have utilized the services of Michelin-starred restaurants in Bangkok, Thailand, where the specific questionnaire was collected. Data collection was focused on 400 samples from both 1-star and 2-star Michelin-starred establishments, ensuring representation across different tiers of culinary experiences. The researcher selectively chose respondents from this sample group until reaching the specified quota, employing a method tailored to target customers who have frequented Michelin-starred restaurants, thereby capturing insights from specific target groups.

Table 1: Distribution of Michelin-Starred restaurants and sample sizes for quota-based sampling

]	Michelin star restaurants	Quantity (store)	Proportioning according to the number of restaurants	Sample Sizes
1	1-star restaurants	29	82.85%	(400 x 82.85) ÷ 100 = 331
2	2-star restaurants	6	17.50%	(400 x 17.50) ÷ 100 = 69
	Totals	35	100%	400

1.8. Creation and Development of Quality Tools

The research employed a closed-end questionnaire comprising these six parts: Part 1 gathered general characteristics about the diner respondents, Part 2 focused on product innovation (PI), Part 3 addressed service innovation (SI), Part 4 evaluated restaurant quality (RQ), Part 5 assessed consumer satisfaction, and Part 6 gauged revisit intention (RI).

1.9. Tool Quality Inspection

The questionnaire featured a 5-point Likert Rating Scale using scoring criteria where 5 (4.21 - 5.00) indicated maximum agreement positive agreement with the survey item while 1 (1.00 – 1.80) denoted the least agreement with the survey item. Additionally, the researchers ensured the quality of the research tools through content validity and reliability assessment, which were divided into the following steps. These were:

2. Five specialists reviewed the questionnaire to assess content validity.

3. Each expert assigned a value to the item's content using a commonly used IOC value. Items with IOC values ≤ .50 were revised or eliminated based on the experts' feedback (Ditsuwan & Sukkamart, 2022).

4. A questionnaire 'try out' was undertaken (aka 'a pilot test') where 30 individuals tested the questionnaire for reliability, yielding an overall Cronbach's Alpha value of 0.95, meeting excellent reliability criteria. The individuals in this phase were not asked to participate in the final questionnaire survey.

5. Data normality assessment involved skewness and kurtosis p-values, aligning with Daengneam et al.'s (2023) recommendations, with values approaching 2.0 for skewness and 7.0 for kurtosis raising potential concerns.

5.1. Data Collection

Data collection involved soliciting cooperation from customers who had previously frequented Michelin-starred restaurants multiple times. Questionnaires were distributed to the sample group, resulting in 400 responses.

5.2. Data Analysis

Quantitative methods were utilized for data analysis, employing descriptive statistics such as frequency distribution, percentage, mean, and standard deviation (SD). Multiple linear regression analysis was employed for hypothesis testing (Chaichinarat et al., 2018), with the following conditions tested:

1. Appropriateness of the linear regression equation (F-test): The F-test assesses whether there is a significant relationship between the independent variables (such as product innovation, service innovation, restaurant quality, and customer satisfaction) and the dependent variable (revisit intention by consumers). This test helps ensure that the regression model accurately represents the data and provides valid predictions of repeat use based on the chosen independent variables.

2. Error distribution (Kolmogorov–Smirnov Test): The Kolmogorov-Smirnov test evaluates whether the errors (residuals) from the regression model follow a normal distribution. Normality of errors is essential for making accurate statistical inferences and ensuring the reliability of regression analysis results.

3. Constant error variance (Scatter Plot diagram): A scatter plot diagram helps visualize the relationship between the predicted values and the residuals. It allows researchers to assess

whether the spread of residuals is consistent across different levels of the independent variables. Constant error variance is essential for ensuring the validity of statistical tests and the reliability of regression model estimates.

4. Independence of errors (Durbin-Watson value): The Durbin-Watson test evaluates whether the residuals from the regression model are independent. The independence of errors is crucial for ensuring that the regression model's predictions are not biased and that statistical inferences based on the model are valid.

5. Independence of independent variables (Variance Inflation Factor and Tolerance values): Variance Inflation Factor (VIF) and Tolerance values assess whether the regression model's independent variables are correlated. High correlations between independent variables (multicollinearity) can lead to inflated standard errors and inaccurate coefficient estimates. Ensuring the independence of independent variables helps maintain the validity and reliability of the regression analysis results.

RESULTS AND DISCUSSION

The analysis of data collected from respondents in Part 1 reveals valuable insights into the general characteristics of customers who frequent Michelin-starred restaurants and have visited them more than once.

5.3. Micheline Restaurant Diner Characteristics (*n* =400)

Table 2 presents a comprehensive overview of the respondents' demographic profile, including sex, age, occupation, monthly income, education level, and the type of Michelin-starred restaurant frequented. Firstly, regarding gender distribution, it is evident that most respondents were female, constituting 59.00% of the sample. Regarding age, the data shows that the largest proportion of respondents fell within the 21-30 age range, comprising 30.50% of the sample. Concerning occupation, private sector employees represented the largest segment, accounting for 31.00% of the respondents. Regarding monthly income, respondents' maximum agreement ordinary income bracket was between 25,001 to 30,000 baht ($697-$837), representing 30.00% of the sample. Regarding education, most respondents held a bachelor's degree, constituting 63.50% of the sample. Interestingly, the analysis also indicates that most respondents favored 1-star Michelin-rated restaurants over 2-star establishments, with 82.85% patronizing the former.

Table 2: General information about diners who patronized Michelin star restaurants (*n*=400)

Survey items	Diners	%
Gender		
Men	164	41.00
Women	236	59.00
Age		
Under 21 years	52	13.00
21-30 years	122	30.50
31-40 years	87	21.75
41-50 years	45	11.25
51-60 years	52	13.00
More than 60 years old	42	10.50
Occupation		
student/student	36	9.00
government service	70	17.5
state enterprise	60	15.00
trade	41	10.25

personal business	45	11.25
work for hire	24	6.00
Private employee	124	31.00
Monthly income (baht)		
Less than 20,001 baht ($558)	85	21.25
20,001-25,000 baht ($558-$697)	120	30.00
25,001-30,000 baht ($697-$837)	65	16.25
30,001-35,000 baht ($837-$976)	64	16.00
More than 35,000 baht (Over $976)	66	16.50
Level of education obtained		
Under bachelor's degree	45	11.25
Bachelor's degree	254	63.50
Postgraduate	101	25.25
Restaurant star ranking		
1 star	265	82.50
2 stars	55	17.50

5.4. Variable Analysis Results

Table 3 presents the factors influencing consumers' revisit intentions (RI) at Michelin-starred restaurants in Thailand, with an overall high average ($\bar{x}$=4.10, SD=0.60). The highest-rated factor was service innovation ($\bar{x}$=4.28, SD=0.48), followed by product innovation ($\bar{x}$=4.17, SD=0.56), restaurant quality ($\bar{x}$=4.06, SD=0.51), and customer satisfaction ($\bar{x}$=3.92, SD=0.80).

Skewness values showing distribution asymmetry were mainly positive, indicating right-skewed data where respondents rated factors highly. For example, skewness in the Product Innovation category ranged from 1.42 to 6.91. Kurtosis, which reflects the peakedness of the data, was primarily negative, indicating flatter distributions with lighter tails. Some variables, however, had kurtosis values near zero, suggesting a more normal distribution.

These metrics provide insights into each factor's variability and distribution characteristics influencing consumers' revisit intentions at Michelin-starred restaurants in Thailand.

Table 3: Mean, SD, kurtosis, skewness, and interpretation of factors

Variable	$\bar{x}$	SD	Results Interpretation	Kurtosis	Skewness
Product Innovation (PI)	**4.17**	**0.56**	**significant agreement**	**-1.93**	**5.90**
New product (PI1)	4.12	0.69	significant agreement	-1.32	1.42
Introducing products (PI2)	4.13	0.63	significant agreement	-1.24	5.95
Safe products (PI3)	4.28	0.65	maximum agreement	-1.15	6.91
Service Innovation (SI)	**4.28**	**0.48**	**maximum agreement**	**-1.42**	**6.68**
New service delivery (SI1)	4.41	0.56	maximum agreement	-1.57	5.36
Technological innovation (SI2)	4.10	0.66	significant agreement	-1.70	2.96
Creative service ideas (SI3)	4.36	0.64	maximum agreement	-1.82	5.99
Diner interaction with restaurant staff (SI4)	4.26	0.60	maximum agreement	-1.20	4.94

Restaurant Quality (RQ)	**4.06**	**0.51**	**significant agreement**	**-1.37**	**2.36**
Restaurant's physical appearance (RQ1)	4.30	0.55	maximum agreement	-1.46	2.12
Management controls (RQ2)	3.93	0.65	significant agreement	-1.42	1.64
Restaurant Image (RQ3)	3.94	0.78	significant agreement	-1.46	0.85
Customer Satisfaction (CS)	**3.92**	**0.80**	**significant agreement**	**-1.19**	**1.79**
Food taste (CS1)	3.75	0.89	significant agreement	-1.69	0.25
Value for money (CS2)	3.96	0.84	significant agreement	-1.60	1.67
Restaurant service (CS3)	4.04	0.82	significant agreement	-1.66	1.85
Totals	**4.10**	**0.60**	maximum agreement	**-1.67**	**5.23**

5.5. **RI Analysis Results**

5.6. Table 4 outlines consumer revisit intention (RI) at Michelin-starred restaurants in Thailand, with corresponding mean values, SD, and interpretations:

- Purchase Willingness: The mean score is 4.28 (SD = 0.62), indicating a high willingness to return. The distribution shows negative skewness (-1.45), suggesting most respondents rated this factor highly.

- Recommendation: The mean is 4.15 (SD = 0.64), reflecting a solid inclination to recommend Michelin restaurants. The skewness (-1.69) indicates a tendency for higher ratings.

- Revisit Intention: With a mean of 3.90 (SD = 0.83), this score is slightly lower, though still positive. The skewness (-1.41) suggests moderate variability, with most responses being favorable.

- Overall Average: The mean RI score is 4.11 (SD = 0.61), showing a high level of intention to revisit, with negative skewness (-1.23), reinforcing the general positivity towards revisiting Michelin-starred restaurants.

5.7. Finally, multiple regression analysis confirmed that product innovation, service innovation, restaurant quality, and satisfaction significantly impact consumer revisit intentions.

Table 4: Mean, SD, kurtosis, skewness, and results interpretation of consumer RI

Revisit Intention (RI)	$\bar{x}$	SD	Results Interpretation	Kurtosis	Skewness
Purchase Willingness (RI1)	4.28	0.62	significant agreement	-1.45	4.39
Recommendation (RI2)	4.15	0.64	significant agreement	-1.69	4.22
Revisit Intention (RI3)	3.90	0.83	significant agreement	-1.41	3.21
Averages	**4.11**	**0.61**	significant agreement	**-1.23**	**5.21**

5.8. **Multiple Linear Regression Analysis**

From Table 5, the results of the multiple linear regression analysis indicate that the predictor variables, namely Product Innovation (PI), Service Innovation (SI), Restaurant Quality (RQ), and Customer Satisfaction (CS), significantly influence consumers' repeat use of Michelin-starred restaurants in Thailand at a statistical significance level of .05.

The analysis shows that all predictor variables have acceptable Tolerance values and Variance Inflation Factor (VIF) values, suggesting no multicollinearity issues among the predictor variables. This implies that each predictor variable has no significant relationship with other predictor variables, allowing for a more accurate estimation of their individual effects on consumers' repeat use behavior.

Furthermore, the results reveal that the four predictor variables collectively explain a substantial portion of the variation in consumers' repeat use behavior, with an R-squared value of .602, indicating that these factors can account for approximately 60.20% of the variance in repeat use behavior. The adjusted R-squared value, which adjusts for the number of predictor variables in the model, is .607. The prediction equation, presented in both raw score (unstandardized) and standard score (standardized) forms, provides insight into the relative importance of each predictor variable in predicting consumers' repeat use behavior. In raw score form, the equation is:

$$\hat{y} = .090 + .375(SI) + .359(CS) + .125(PI) + .120(RQ) \tag{1}$$

In standard score form, the equation is:

$$\hat{Z} = .295(SI) + .270(CS) + .113(PI) + .101(RQ) \tag{2}$$

These equations demonstrate the estimated contribution of each predictor variable to consumers' repeat use behavior, with service innovation (SI) and customer satisfaction (CS) showing the highest standardized coefficients, indicating their relatively more substantial influence on RI behavior compared to product innovation (PI) and restaurant quality (RQ).

These findings underscore the importance of service innovation, customer satisfaction, product innovation, and restaurant quality in driving consumers' repeat use of Michelin-starred restaurants in Thailand.

Table 5: Multiple Linear Regression Analysis of Factors Affecting Consumers' RI

Affecting factors	Unstandardized Coefficients		Standardized Coefficients	t	sig	Tolerance	VIF
	B	SE.	β				
(Constant)	.090	.209		.429	.668		
Product Innovation	.125	.053	.113	2.332*	.020	0.528	1.896
Service Innovation	.375	.071	.295	11.053**	.000	0.404	2.473
Restaurant Quality	.120	.059	.101	2.019*	.044	0.500	2.001
Customer Satisfaction	.359	.032	.270	5.305**	.000	0.692	1.446
S.E.Test = ±.38861, R = .779, R^2 = .602, Adjusted R^2 = .607, F = 121.506, p-value = .000**							

*Sig.<.05,**Sig.<.01*

5.9.

5.10. **Hypotheses Testing Confirmation**

Table 6 summarizes the results of hypothesis testing confirming the relationships between key variables and consumers' revisit intention (RI) at Michelin-starred restaurants in Thailand.

Table 6: Final Hypotheses Testing Results and Interpretation

Hypotheses	Statistical Significance	Interpretation
Hypothesis 1: Product innovation (PI) affects diner's RI	$p < .01$	Innovative product offerings positively influence diners' intentions to revisit Michelin-starred restaurants.
Hypothesis 2: Service innovation (SI) affects diners' RI	$p < .01$	Innovative service delivery enhances diners' likelihood of returning to Michelin-starred establishments.
Hypothesis 3: Restaurant quality (RQ) affects diner's RI	$p < .01$	Maintaining high-quality standards in all aspects of restaurant operations encourages repeat patronage.
Hypothesis 4: Consumer satisfaction (CS) affects diners' RI	$p < .01$	Ensuring customer satisfaction fosters loyalty and encourages diners to return to Michelin-starred restaurants.

These findings underscore the importance of continuously improving service quality, innovating product offerings, and enhancing customer satisfaction initiatives to cultivate a loyal customer base and sustain the success of Michelin Star restaurants in Thailand.

The factors of product innovation for Michelin-starred restaurants entail continuously changing the taste of food, developing menus to meet customer demands, constantly improving food recipes, presenting beautifully decorated dishes, serving visually appealing and inspiring food, incorporating other materials to enhance interest, and importantly, selecting fresh, clean ingredients while avoiding harmful additives. The restaurant must adhere to health standards and innovate its products, focusing on novelty (Nagaraj et al., 2020; Reiner, 2023), customer-oriented creativity (Giannopoulou et al., 2014; Leong et al., 2020), effective communication, and safe production processes.

In terms of service innovation, Michelin-starred restaurants need to offer fast food reservation services, provide comprehensive service formats, conduct food campaign promotions through various channels, utilize user-friendly food reservation technology, continuously improve service technology, deliver useful service-oriented technology, disseminate information online, and ensure friendly customer service, aligning with Edvardsson et al. (2005), which emphasizes using new operational ideas or technologies to meet customer needs and enhance satisfaction, ultimately increasing service efficiency, effectiveness, and business value.

Regarding quality, Michelin-starred restaurants must design comfortable dining spaces, maintain adequate lighting, provide sufficient parking spaces, manage queues efficiently, offer convenient payment methods, and maintain a modern restaurant image, all while ensuring cleanliness and friendliness among staff. This aligns with the Department of Industrial Promotion (2021), which outlines restaurant standards, emphasizing clean, safe, high-quality food and service. It also stresses the importance of selecting quality ingredients, maintaining cleanliness, and ensuring uniformity across branches of restaurant chains.

Finally, regarding customer satisfaction, Michelin-starred restaurants must focus on delicious food, enticing aromas, distinctive features, reasonable prices (Kyun, 2023), and consistent service quality. Staff should be knowledgeable and provide accurate information, ensuring equitable service to all customers. This is consistent with Suryadi and Waluyowati (2023), highlighting that customer satisfaction results from meeting or exceeding customer expectations, leading to customer loyalty and positive perceptions of product or service quality, value, and brand.

CONCLUSION

This study sheds light on critical drivers influencing consumer revisit intentions at Michelin-starred restaurants in Thailand, emphasizing the need for continuous innovation and exceptional experiences to maintain customer loyalty. To remain competitive amidst changing market dynamics, the hospitality industry must collaborate on initiatives that enhance service, product offerings, and overall restaurant quality. Moving forward, research should explore consumer segments in greater detail. At the same time, industry strategies should focus on nurturing talent, embracing technology, and promoting sustainability to strengthen Thailand's position as a global culinary destination.

IMPLICATIONS

The findings suggest that focusing on innovation and quality will help Michelin-starred restaurants attract repeat customers and boost Thailand's culinary reputation. Collaboration between stakeholders can further drive excellence in the hospitality sector, solidifying the country's status as a top-tier destination for food tourism. These efforts will improve the dining experience for both locals and international visitors.

RECOMMENDATIONS

Understanding revisit drivers is crucial for restaurant managers. Key recommendations include:

Product and Service Innovation: Continuously update menus and innovate service delivery to meet evolving customer expectations.

Restaurant Quality: Maintain high standards of service and ambiance to foster customer loyalty.

FUTURE RESEARCH RECOMMENDATIONS

Explore Additional Variables: Investigate the impact of motivations and loyalty programs on customer behavior.

Conduct Comparative Studies: Compare dining behaviors across regions to tailor restaurant strategies to diverse customer preferences.

Focus on Participatory Research: Engage stakeholders in co-developing service innovations to align with customer expectations.

STUDY LIMITATIONS

While this research offers valuable insights, it has several limitations:

Sample Size: The sample may not fully represent all Michelin restaurant patrons in Thailand.

Data Collection: Reliance on self-reported data introduces potential bias.

Generalizability: Findings may only apply to Michelin-starred restaurants in Thailand.

Unexamined Variables: External factors like economic conditions were not considered, which could affect customer behavior.

Despite these limitations, the study contributes essential knowledge to understanding consumer loyalty in luxury dining, paving the way for future research to expand on these findings.

Declarations

Declaration of conflicting interests

The authors declare no potential conflicts of interest concerning this article's research, authorship, or publication.

Informed Consent Statement

Informed consent was obtained from all individual participants included in the study.

Disclosure Statement

The authors declare that they have no conflicts of interest.

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