

The Impact of Marketing Mix on Customer Satisfaction in Haidilao Hotpot

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ABSTRACT

Haidilao Hotpot is a China hotpot catering company and the largest chain of hotpot restaurants in China. This study examines how the 4Ps Marketing Mix (Product, Price, Place, and Promotion) influences customer satisfaction at Haidilao Hotpot in China. A survey questionnaire was used for data collection. A total of 150 customers of Haidilao Hotpot in China participated in the online survey via Wen Juan Xing. SPSS computer program was used to analyze further the data obtained from the respondents. Besides, some research papers were used to strengthen and support the current study. The findings showed that place and promotion were positively correlated to customer satisfaction. Promotion is the most significant variable influencing customer satisfaction in Haidilao Hotpot. However, product and price did not significantly affect customer satisfaction. The implications for policymakers and practitioners and the future direction of research were also discussed. This study provides Haidilao Hotpot with valuable insights and guidance to increase customer satisfaction in China.

Keywords: Customer Satisfaction, Haidilao Hotpot, Marketing Mix, Place, Price, Product, Promotion

INTRODUCTION

In recent years, the hotpot sector has been on the growth. As stated in Blazyte (2022), China has around 300,000 hotpot restaurants across the country and about 13,000 new hotpot restaurants opened in 2017. According to Yu (2021), China had more than 500,000 hotpot restaurants in 2020. This data indicated that the hotpot sector has been expanding. Song (2021) mentioned the three main reasons why hotpots are famous in China. Firstly, the deliciousness of food attracts people to consume it. Next, it is an ideal way for people to socialize. People gather around the pot, chatting, eating and having fun. Last but not least, hotpot is considered a nutritious meal as the bone nutrients are released into the broth when it is boiled rather than fried. In the winter, hotpot can help warm the body and enhance circulation. While in the summer, it can assist in cooling the body by increasing perspiration.

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As one of the most popular cuisines in the Chinese catering business, there are always a slew of new entrants and rising competition. However, Haidilao Hotpot has been successfully standing out in China. Haidilao Hotpot was established in 1994 and is located in Sichuan Province. Haidilao Hotpot has grown into a well-known restaurant brand worldwide over the last 20 years. Haidilao Hotpot has operated more than 900 chain restaurants in China. Besides, according to a Brand Finance survey, Haidilao Hotpot was among the top ten most valuable restaurant brands in the world in 2019 (Brand Finance,2021).

Haidilao Hotpot began as a hotpot restaurant in 1994, with the owner paying much attention to service and customer satisfaction. For instance, Haidilao Hotpot provides lens cleaning wipes to customers who wear glasses to deal with the fog generated by sitting near a hotpot. When clients were delighted with Haidilao's services, the restaurant's business strategy evolved to surprise everyone. Haidilao Hotpot also developed online shops on e-commerce platforms, including Alibaba and its official website. The purpose is to serve clients who wish to consume Haidilao's products at home. The steps for consumers are to make an order online and the products will be delivered at the specified time by a waiter. Customers may alert the waiter once they have consumed the food, as the waiter will assist with any cleaning tasks and take back the tableware. Therefore, the exceptionally high-quality service has successfully achieved customer satisfaction.

The price offered by Haidilao Hotpot's products relies on a hybrid pricing strategy such as premium pricing, psychological pricing, geographical pricing and bundle pricing. The purpose is to get maximum value for the products. Haidilao Hotpot has many branches in China, making it easier for customers to dine in its restaurant. Customers can dine in at a branch closest to them, which is convenient for them. Haidilao Hotpot has implemented several types of promotions to grab the attention of existing and potential customers. For instance, digital marketing, traditional marketing and reward programs.

The high quality of services and other aspects mentioned above attract customers of Haidilao Hotpot to consume their products. These aspects can be grouped into four elements: product, price, place, and promotion, known as the marketing mix. According to Badi (2018), one significant element of the marketing process is the marketing mix. It makes a significant contribution to the creation of customer value and satisfaction. Besides, effective marketing mix management can assist businesses in reaching their objectives by effectively managing the sources and funds of the company (Iřoraitė, 2016).

Haidilao Hotpot has concerned about customer satisfaction. The reason is that customer satisfaction measurement can help businesses better understand their customers' behavior and recognize and analyze their expectations, demands, and desires. Next, customer satisfaction may help companies discover potential opportunities in the market. Furthermore, it is considered the most trustworthy market information for maintaining customer loyalty. The company can assess its current position with the competition and determine its future strategy accordingly (Evangelos & Yannis 2009).

This study aims to determine the impact of the marketing mix on customer satisfaction in Haidilao Hotpot. The research will determine which marketing mix positively and

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significantly impact customer satisfaction. The research findings provide Haidilao Hotpot with valuable insights and guidance to increase customer satisfaction in China.

Marketing Mix

The marketing mix is a controllable element of marketing instruments that influences and increases demand. The four Ps (product, price, place, promotion) might have an established and integrated systematic strategy to create an effective influence on attracting customers. From the customer's perspective, the ideal product at a reasonable price is supported by efficient distribution and the use of appropriate communication techniques (Jonathan, 2008). Palmer (2004) stated that a marketing mix is a conceptual framework that describes managers' principal decisions when customizing their services to meet customers' needs. It is not a scientific theory. The instruments can be applied to develop a long-term strategy and short-term tactical plans.

Product

Product refers to anything that can be supplied to a market for attention, acquisition, use, or consumption to fulfill a demand. Physical goods, services, places, persons, ideas, and organizations are all included (Kotler & Armstrong, 2010). At the same time, Singh (2012) views a product as a physical object or service that a consumer is willing to pay. Consumers purchase tangible goods like equipment, groceries, clothing, and intangible products like services. The product is the most crucial element of any marketing mix. According to Ferrell and Hartline (2005), it is the substance of the marketing mix strategy since businesses may offer distinctive features that distinguish their products from the competition. Based on the Chartered Institute of Marketing (2009), a successful company will discover what clients require or desire. The company will develop to produce a product with a suitable level of quality to fulfill the customer demands. Gul and Guneri (2016) state that consumers' purchasing behavior is influenced by the range of products and the product availability of those products. In the telecommunications industry in Enugu, Nigeria, the product had a significant positive relationship with subscriber satisfaction (Philemon, Agwueche & Chimela, 2018). Sarah and Bradley (2016) discovered that product variety is significantly associated with customer satisfaction in the Canadian hospitality industry. Besides, product positively affects customer satisfaction with food and beverage products (Sudari, Tarofder, Khatibi, & Tham, 2019). Hence, this study posits that:

H1: Product is positively related to customer satisfaction.

Price

According to Kotler and Armstrong (2010), price is the sum of the values that clients exchange for the advantage of acquiring or using a product or service. Zeithaml (1988) stated that monetary cost is one element that affects a consumer's impression of a product's value. The price of products or services set by the company has a significant impact on its marketability. Pricing for more commonly available products or services in the market is more elastic, indicating that unit sales will react more quickly to price changes. As reported by Nguyen (2016) in the study on factors affecting customer satisfaction toward supermarkets in Thai Nguyen City, Vietnam, the study found that price, product, positioning constructs, convenience, and personal interaction positively impact consumer satisfaction. Price has the most significant influence, followed by products in the supermarket. Furthermore, price positively affects customer satisfaction with food and beverage products (Sudari et al., 2019). Pandey et al. (2021) contended that price affects purchase intention. Hence, this study posits that:

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H2: Price is positively related to customer satisfaction.

Place

Kotler and Armstrong (2010) consider place as a marketing or distribution channel. Place means a group of interdependent organizations making a product or service available to consumers or industrial users for use or consumption. The mobile applications for online shopping platforms are included in the place aspect of the marketing mix. Optimizing the availability of distribution channels is one of the most important elements of the place aspect.

For traditional restaurants, the connection with the customer is generally only generated when the customer arrives to consume. When the customer leaves the store, this connection is terminated. Haidilao Hotpot discovered this problem and developed a mobile app to interact more with customers. Customers can use the mobile app to make appointments, solving the queuing problem. They can select their preferred seating environment such as by the window, near an amusement park, or in a quiet location. In addition, customers can also note special requests such as baby chairs and children's tableware. The waiter can immediately know customers' preferences and provide meticulous services by logging into the system. For example, giving a customer his favorite drink, preparing fish soup or cushions for pregnant women, recommending some of their favorite dishes, or giving them a snack. Sudari et al. (2019) report that place positively affects customer satisfaction with food and beverage products. Hence, this study posits that:

H3: Place is positively related to customer satisfaction.

Promotion

Promotion is the process used by an organization to communicate with its target audiences. The purposes are to inform, remind, update, persuade, and influence target audiences to respond positively to an organization. Advertising, publicity, word of mouth, public relations, and personal selling are promotion instruments (Wade, Williams & Bradley, 2019).

Haidilao Hotpot will prepare promotions and special dishes for Chinese holidays in advance. For example, during the Chinese New Year, Haidilao Hotpot sets up an interactive "scratch card" on the dining table, and customers can get prizes by scratching cards. Customers can punch in and take photos while enjoying the benefits. Customers can convey Haidilao Hotpot's activities to others by uploading photos on social platforms, attracting them to consume and participate in the activities.

As stated by Sidhanta and Chakrabarty (2010), promotion is one of the most effective components in the marketing mix since it interacts with and convinces the target market to purchase the company's goods by determining the demands of the target market. The advertising principle involves all marketing strategies to inform, convince and alert the target customer about a brand and its goods or services to establish a good perception in the mind of consumers.

Haidilao Hotpot has attracted many customers by establishing a good service attitude, inexpensive dishes, and discounts. For example, different discounts are made for different consumer groups. Besides, Haidilao Hotpot cooperates with the bank, and consumers who apply for bank cards enjoy discounts on specific days. Promotion

assists in raising consumer awareness of the product, increasing sales, and helping to generate brand loyalty. Sudari et al. (2019) report that promotion positively affects customer satisfaction with food and beverage products. Hence, this study posits that: H4: Promotion is positively related to customer satisfaction.

Customer Satisfaction

Customer satisfaction is essential to an organization's success (Adikaram & Khatibi, 2016). Customer satisfaction is a primary business characteristic in ensuring company continuation (Yo et al., 2021). Customer satisfaction refers to a customer's overall assessments, perceptions, and psychological reactions to a good or service. As a result, it is conceivable to state that customer satisfaction is one of the critical factors for business success. Consumers can know a product's satisfaction level by using or consuming it (Benoit, Kienzler, & Kowalkowski, 2020). According to Kotler and Armstrong (2010), customer satisfaction is identified by a product's perceived ability to deliver value related to a buyer's expectations. The buyer is dissatisfied if the product's performance exceeds expectations. Conversely, the buyer is satisfied if the performance meets their requirements. The buyer is delighted if the performance exceeds anticipated. The company knows that satisfied consumers make repeat purchases and inform others about their great experiences with the product. Therefore, smart companies seek to satisfy clients by promising what they can provide and offering beyond that promise.

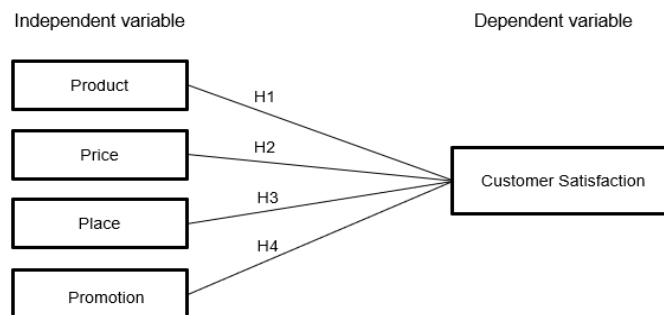


Figure 1. Research Framework

RESEARCH METHOD

The Wen Juan Xing is China's largest online survey platform, providing online questionnaire creation and survey functions to businesses, research organizations, and individuals (Wang et al., 2020). The Wen Juan Xing is used in this study to collect data about the marketing mix of Haidilao Hotpot and customer satisfaction. The reason for using the Wen Juan Xing is that it is more convenient for the Chinese to use compared to Google Form. A total of 150 questionnaires were distributed to the targeted respondents, which are Haidilao Hotpot customers in China. The duration of collecting the data is about two weeks. The survey questionnaires were distributed via social media such as Telegram, WeChat, and WhatsApp. Besides, researchers used SPSS software to analyze the collected data.

Measures

There are six sections in the questionnaires to evaluate the variables used in the analysis. It included the demographic of respondents, the marketing mix of Haidilao Hotpot, which are product, price, place and promotion, and customer satisfaction. A 5-

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point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree) was used in the questionnaire to measure customer satisfaction.

This study created five items to identify the respondents' demographics, which included gender, age and employment status. However, "How did you know about Haidilao Hotpot?" is a multiple-choice question. Also, we adapted four items to assess the product based on the scale proposed by Wongpitakroj (2017). An example of the item includes "Haidilao Hotpot has a wide variety of products". For price, we adapted four items to assess the price based on the scale proposed by Wongpitakroj (2017) and Amofah, Kenny, Sarpong, Ababio, and Akenten (2017). An example of the item includes "The price of the products offered by Haidilao Hotpot is affordable".

In addition, this study adapted four items to assess the place based on the scale proposed by Wongpitakroj (2017) and Amofah et al. (2017). An example of the item includes "It is easy and convenient to go to the restaurant of Haidilao Hotpot". This study adapted four items to assess the promotion based on the scale proposed by Wongpitakroj (2017) and Amofah et al. (2017). An example of the item includes "I am interested in the Haidilao Hotpot's special events (e.g. Birthday celebrations)". As for customer Satisfaction, we adapted four items to assess customer satisfaction based on the scale proposed by Khumnualthong (2015) and Hayuningtyas (2020). An example of the item includes "I am satisfied with the image and reputation of Haidilao Hotpot".

RESULTS AND DISCUSSION

Table 1. Summary of Respondent's Demography (N=150)

Construct	Frequency	Percentage (%)
Gender		
Male	69	46.0
Female	81	54.0
Age		
10-19 years old	37	24.7
20-29 years old	53	35.3
30-39 years old	27	18.0
40-49 years old	17	11.3
50 years old and above	16	10.7
Employment status		
Student	67	44.7
Employed	64	42.7
Unemployed	7	4.7
Retired	12	8.0
Are you a customer of Haidilao Hotpot?		
Yes	150	100.0
No	0	0.0
How did you know about Haidilao Hotpot? (Multiple choice)		
Family and friends	113	75.3
Advertising	70	46.7
Online news	47	31.3
Others	6	4

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Table 1 shows the summary of the respondent's demography. All of our respondents were customers of Haidilao Hotpot and most of the respondents were female (54%). The majority of the respondents (35.3%) were 20-29 years old. In terms of employment status, there are 67 (44.7%) respondents who were students, followed by 64 (42.7%) respondents who were employed. Over half of the respondents knew Haidilao Hotpot from family and friends (75.3%).

Table 2. Descriptive Analysis, Cronbach's Coefficients Alpha, and Zero-order Correlations of All Study Variables

Variables	Product	Price	Place	Promotion	Customer Satisfaction
Product	0.820				
Price	0.607**	0.879			
Place	0.587**	0.684**	0.850		
Promotion	0.550**	0.533**	0.496**	0.847	
Customer Satisfaction	0.618**	0.633**	0.725**	0.732**	0.783
Number of Items	4	4	4	4	4
Mean	4.33	4.00	4.38	3.95	4.20
Standard Deviation	0.697	0.903	0.710	0.967	0.705

Note: $N=150$; * $p < .05$, ** $p < .01$, *** $p < .001$; Diagonal entries in bold indicate Cronbach's coefficient alpha.

The descriptive analysis, Cronbach's coefficients alpha, and zero-order correlations of all study variables are reported in Table 2. There are four items for each of the variables. Pearson product-moment correlation was used to determine the relationship between variables. The original Cronbach's coefficients alpha for the product ($\alpha = 0.820$), price ($\alpha = 0.879$), place ($\alpha = 0.850$), and promotion (0.847) indicate that the items in these variables have a high level of reliability and the customer satisfaction (0.783) consider as acceptable internal consistency reliability. The reason is that an acceptable level of reliability is the α of 0.6 – 0.7 based on the commonly accepted rule. The α of 0.8 or above is considered a very high level of reliability. However, the values of α greater than 0.95 are not great as they could imply redundancy (Hulin, Netemeyer & Cudeck, 2001). Furthermore, all of the relationships between variables have a positive correlation coefficient.

Table 3. Summary of Regression Analysis

Variables	Beta
Product	0.101
Price	0.057
Place	0.406***
Promotion	0.445***
R ²	0.718
F Value	92.431
Durbin-Watson Statistic	1.713

Note: $N=150$; * $p < 0.05$, ** $p < 0.01$, *** $p < .0001$

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Table 3 shows the summary of the regression analysis. Multiple regression is a statistical technique for predicting or explaining the relationship between a set of independent variables and the dependent variable (Nancy, Jeffrey, George & Robert, 2003). In this study, the dependent variable was customer satisfaction, and the independent variables were product, price, place, and promotion. According to the data shown, place and promotion were positively correlated to customer satisfaction, with the beta value of 0.406 and 0.445. Hence, H3 and H4 are supported. The promotion was the most significant variable influencing customer satisfaction in Haidilao Hotpot as it had the highest beta value of 0.445. Conversely, product and price did not significantly affect customer satisfaction. Therefore, H1 and H2 are not supported. The R² of value is 0.718, indicating that independent variables would influence 71.8% of the variation in customer satisfaction. The Durbin-Watson Statistic was performed to determine if the residuals were independent (lack of serial correlation between residuals or error). The value of this test was 1.713, which is within the acceptable range (1.5 to 2.5), indicating that the residuals are relatively independent and have no serial correlation (Azami, Sharifi, & Alvandpur, 2020).

This study showed that promotion is the most significant variable influencing customer satisfaction in Haidilao Hotpot. Haidilao Hotpot has successfully implemented a series of promotional tools to attract customers and achieved customer satisfaction. Haidilao Hotpot launched the membership reward program as one of the promotion elements. Once customers log in to their Haidilao Hotpot accounts, they will be given one point for every RMB spent, and the points will be accumulated. Different points correspond to different membership levels, which are generally divided into a red member, silver member, gold member, and premium member. Members can enjoy special benefits such as remote queuing online, exchanging gifts with bonus points, and exclusive activities for VIPs (Haidilao, 2022). Liang, Yang, Chen, and Chung (2017) stated that non-monetary promotions provide additional hedonic rewards, giving buyers the impression that they can get more benefits. As a result, customers will feel more satisfied. Besides, Haidilao Hotpot has implemented traditional and digital marketing to boost its marketing strategy (Chanamon, 2019). Ilyas, Munir, Tamsah, Mustafa, and Yusriadi (2021) reported that as the use of digital marketing rose, customer satisfaction also increased. As a result, promotion was positively related to customer satisfaction in Haidilao Hotpot. The study conducted by Sudari et al. (2019) also reports that promotion positively affects customer satisfaction with food and beverage products.

Moreover, the result of this study showed that place was positively connected to customer satisfaction. The restaurants of Haidilao Hotpot are distributed in various urban areas of China, so it is convenient for customers to go to the restaurant. At the same time, Haidilao Hotpot also attaches importance to its online sales channels. On the Internet shopping market in China, consumers can buy any products of Haidilao Hotpot. In addition, Haidilao Hotpot has also developed a take-out business for consumers. The purpose of Haidilao Hotpot is to broaden its sales channels, find and retain customers, and increase customer satisfaction. As a result, the place was positively related to customer satisfaction in Haidilao Hotpot. The study conducted by Sudari et al. (2019) also reports that place has a positive effect on customer satisfaction with food and beverage products.

The findings provided that the product has no significant influence on customer satisfaction. This means that majority of the customers are not satisfied with the product

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offered by Haidilao Hotpot. The possible reason is customers are not satisfied with the variety of products and services. Haidilao Hotpot provides different service standards in different regions, resulting in different service effects and unstable service quality. The customers cannot receive the same service in various branches of Haidilao Hotpot, which reduces the customer experience and satisfaction. In addition, some customers are unable to accept Haidilao Hotpot's excessive service. Customers are made uncomfortable by excessive and inappropriate enthusiasm, which gives the impression that the service is overly deliberate and lacks a visceral sense of authenticity.

Besides, the findings interpreted that price has no significant influence on customer satisfaction. This means that majority of the customers are not satisfied with the price offered by Haidilao Hotpot. The potential reason is customers feel that the price is higher and does not match the quality of the product. Rahman, Morshidi, Hussein, and Rusdi (2019) reported that price has no significant relationship with customer satisfaction. Besides, it is reinforced by Iglesias and Guillen (2004), Sarah, BradleyVarki, and Colgate (2001), concluding that pricing has a lower influence on customer satisfaction.

CONCLUSION

Our paper aims to investigate the relationship between marketing mix and customer satisfaction. The results showed that promotion is the most significant variable, followed by the place that can positively affect customer satisfaction in Haidilao Hotpot. Hence, this study could provide input to Haidilao Hotpot to focus more on promotion and place in their marketing program. However, product and price do not significantly affect customer satisfaction. This represents that the majority of the customers are not satisfied with the product and price offered by Haidilao Hotpot. The possible reasons are provided, which can be used as guidance for improving Haidilao Hotpot. Haidilao Hotpot should adjust the strategy of the marketing mix in its operation and incorporate the marketing mix in an appropriate proportion. As a result, customer satisfaction will increase, and the customer's repeat consumption behavior will increase. Policymakers and practitioners should implement some strategies to expand the hotpot industry in China. For example, the government provides financial assistance or a certain amount of interest-free loan services to the hotpot industry. Next, practitioners need to handle customer complaints efficiently and adequately to show respect to customers. Some future research directions are suggested to improve the study's findings.

As the hotpot industry is growing steadily in China, the government should pay more attention to and support the existing hotpot industry to expand the sector, and encourage people to start their own businesses and open hotpot restaurants. The government can provide financial assistance or a certain amount of interest-free loan services and national policy. The government introduces policies with stricter standards to regulate the hotpot industry. The purpose is to avoid a food safety scandal that would damage the reputation of the hotpot sector. The hotpot industry can develop better only if all hotpot restaurants strictly abide by the policy.

As the homogenization competition is severe, it is suggested that Haidilao Hotpot should always optimize old dishes and innovate new dishes. When launching a new dish, make innovations in the taste and appearance of dishes. Besides, Haidilao Hotpot can conduct a survey to understand the tastes of local customers. Haidilao Hotpot should also focus on the standardization of the service process, ensuring the stability of service quality. It

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is the basis for customers to enjoy the same service in their restaurants. They need to standardize the service process and clarify the unified service content and standards to ensure that staffs are well aware of the service process, receive the same standard of service training, and provide unified services according to the requirement. This action will help solve the problem of customers experiencing different services in different restaurants, thereby increasing customer satisfaction.

Haidilao Hotpot should strengthen staff training so that customers will experience high-quality services. In enhancing the professional training of staff, staff must understand the needs of customers and how to make customers feel comfortable. It is necessary to regularly train and assess staff to maintain a uniform and stable service level. The service staff needs to be enthusiastic and moderate so that customers feel they are being served sincerely. Servers should be less intrusive and give customers a relaxed and pleasant dining environment. Staffs provide services appropriately according to the different situations of customers. Therefore, the service provided can be more acceptable to customers.

It is advised that Haidilao Hotpot can offer more discounts. For example, members who spend over RMB500 will get an RMB100 coupon, university students can enjoy a 20% discount on group meals and customers can enjoy a 15% discount during the public holiday. If the price is the same as usual, Haidilao Hotpot can change the dish's quantity to show that the food price is low. This will attract more customers for more consumption, strengthen the competitiveness with other hotpot restaurants, and increase customer satisfaction.

Haidilao Hotpot can increase the number of restaurants, but the restaurant's location must be strategic. It is necessary to examine the traffic conditions, competition conditions and parking availability. Haidilao Hotpot restaurants can be opened near the school, as Table 1 shows that the majority of Haidilao Hotpot customers are students. Hence, it can be easier to attract customers and improve customer satisfaction.

Furthermore, Haidilao Hotpot can provide more comprehensive, informational, and simple advertising to persuade customers to consume goods and achieve customer satisfaction. Haidilao Hotpot can invite celebrity endorsement. Many celebrities have followers and attract their attention. The followers will consume the products of Haidilao Hotpot as they are satisfied and excited that the brand has invited celebrity endorsement. Inviting celebrity endorsement helps to increase the audience's attention to advertisement and brand, increases sales, and improves customer satisfaction.

The suggestions mentioned above are available not only for Haidilao Hotpot but also for business leaders and owners who operate hotpot businesses. These suggestions assist them in satisfying customer demands, increasing customer satisfaction and expanding their business.

In addition, practitioners can establish an official mobile restaurant app and a professional reservation system to facilitate customers to query information and make reservations. The survey results show that many customers agree that making reservations at Haidilao Hotpot is easy. Customers can effectively save queuing time by making an appointment. Apart from basic telephone reservations, Haidilao Hotpot has an official application for customers to make appointments. Customers can make

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reservations online for the date, place, time, and number of people. A well-established dining reservation system can prevent long queues and improve customer satisfaction and the dining experience.

Last, practitioners need to handle customer complaints properly and efficiently. Restaurant operators must listen carefully to customers' complaints, clarify the problem, and analyze the reasons. If the restaurant causes a problem, the operator should sincerely apologize to the customer. However, if the problem is the client's fault, the restaurant operator should explain the essence of the matter to the customer. Restaurant operators need to consider issues from customers' perspectives, leading to more effective problem-solving. Restaurant operators and staff need always respect customers to maintain customer satisfaction.

It is suggested that the number of respondents can be increased in future research. The more customers of Haidilao Hotpot participate in the survey, the more accurate the results. It is preferable to choose various people, including various jobs, genders, and ages, to achieve the purpose of stratified sampling. The results of such surveys are statistically more accurate. Furthermore, the additional variables can be used in future studies. For instance, the independent variable for marketing mix elements could be increased to 7P, including product, price, promotion, place, people, process, and physical evidence. Customer loyalty can be added as another criterion for the dependent variable. The purpose is to investigate more broadly the impact of the marketing mix in Haidilao Hotpot. In addition, it is recommended that future researchers can compare the impact of marketing mix on customer satisfaction in different countries. The aim is to find out which country has better development potential, as higher customer satisfaction leads to higher customer intention, better sales revenue, and a stronger brand image.

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