Research on the Mechanism of Brand Equity in Catering Enterprises and Its Brand Crisis Management

Leyan Wang

School of Business, Macau University of Science and Technology, Macau, 999078, China
2220009736@student.must.edu.mo

Abstract: *How to effectively deal with brand crisis and protect brand equity has become the key challenge of catering enterprises' brand management. Therefore, this study focuses on the contents of brand perception, brand attitude and brand loyalty in the brand equity of catering enterprises. Taking a catering brand H as an example, through questionnaire survey and setting up various situations of brand crisis management, this study analyzes the influence of corporate crisis public relations on brand equity under brand crisis. The results show that brand perception, brand attitude and brand loyalty have significant effects; under brand crisis, the influence of crisis public relations on brand equity is significantly different.*

Keywords: *Catering enterprises; Brand perception; Brand attitude; Brand loyalty; Brand crisis*

1. Research background

Due to the low level of overall chain and centralization of the catering industry in China, catering brands are emerging throughout the country in a decentralized manner. Some brands have fallen into brand crises or even entered a "brand failure" due to product quality or marketing methods. In the context of the increasingly frequent and unavoidable outbreak of brand crises in the catering industry. The industry is highly concerned about the impact of a brand crisis on the brand and how to respond to it in order to revitalize the brand.

2. Literature review and research hypothesis

2.1 Brand equity

We divide brand equity into three dimensions: Brand perception, Brand attitude and Brand loyalty. Brand perception is the feeling and cognition of the brand produced by consumers through their previous contact with the brand. Song Yonggao and Shui Changqing (2004) [1]proposed that brand attitude is the positive or negative evaluation of the brand formed by the consumer group through organizational experience and emotional experience, so as to produce the psychological state that they are inclined to buy or not buy the brand products. Brand loyalty is consumers' preference to buy products of a specific brand (Jacoby & Ryner, 1973)[2]. The three latent variables interact with each other. Therefore, hypothesis H1 is proposed in this study:

H1: Brand perception, brand attitude and brand loyalty have significant positive effects.

H1a: Brand perception has a significant positive impact on brand attitude;

H1b: Brand perception has a significant positive impact on brand loyalty;

H1c: Brand attitude has a significant positive impact on brand loyalty.

2.2 Brand crisis and crisis public relations

Shen Junxi (1998)[3] believes that crisis public relations is the key link of crisis management. It is a concept in public relations, which mainly refers to the work of obtaining the understanding of the public through a series of public relations activities when an enterprise encounters trust and image crisis or work mistakes, so as to recover the influence. In the new media environment, while brand crisis brings new

challenges to enterprises, it is also possible to provide opportunities for the development of enterprises if proper crisis public relations are adopted. Therefore, hypothesis H2 is proposed in this study:

H2: Under brand crisis, whether there is a significant difference in the impact of crisis public relations on brand equity.

H2a: Under brand crisis, whether there is a significant difference in the impact of crisis public relations on brand perception;

H2b: Under brand crisis, whether there is a significant difference in the impact of crisis public relations on brand attitude;

H2c: Under brand crisis, whether there is a significant difference in the impact of crisis public relations on brand loyalty.

After the crisis, how to rebuild the corporate image and restore the trust of the audience is a difficult subject. The relationship between brand equity of enterprises will change due to the occurrence of this crisis and public relations handling. Therefore, hypothesis H3 is proposed in this study:

H3: Under brand crisis, whether the crisis public relations has an impact on the interrelationship among the three variables of brand perception, brand attitude and brand loyalty.

H3a: Under brand crisis, whether the crisis public relations has an impact on the relationship between brand perception and brand attitude;

H3b: Under brand crisis, whether the crisis public relations has an impact on the relationship between brand perception and brand loyalty;

H3c: Under brand crisis, whether the crisis public relations has an impact on the interrelationship between brand attitude and brand loyalty.

3. Questionnaire design and data acquisition

3.1 Questionnaire Design

The research mainly uses mature scales both domestically and internationally, and makes appropriate adjustments based on the research content and project. The questionnaire includes questions on measuring participants' brand perception, brand attitude, and brand loyalty towards brand H. The questions used a seven-point Likert scale, in which participants were asked to choose a number from 1 to 7, where "1" represents the statement of "strongly disagree" with the questionnaire, and "7" represents the statement of "strongly agree" with the questionnaire.

Corresponding to the three processing conditions of the questionnaire, the questionnaire is divided into three categories: Questionnaire 1: Consumers' Research on H brand Crisis Public Relations. Questionnaire 2: Consumers' Research on H brand crisis. Questionnaire 3: Consumers' investigation and research on Brand H. Each type of questionnaire includes two parts. The first part shows the above stimulating materials in questionnaire 1, including the content of "H brand crisis event" and "H brand public relations strategy", that is, there is a brand crisis and public relations; Questionnaire 2 only shows the content of "H brand crisis event", that is, there is a brand crisis but no public relations; Questionnaire 3 does not show the content of the materials and lacks the question for the evaluation of stimulus materials, namely no brand crisis. The second part is the demographic variables.

3.2 Research Samples and Data Collection

This study mainly focuses on college students and some ordinary citizens in a certain area of Jiangsu as the survey subjects. Throughout the entire research process, questionnaires were selected and a total of 556 valid questionnaires were obtained as the final samples for data analysis.

From the descriptive statistics of the questionnaire, men accounted for 48.5%, women accounted for 51.5%, and the gender ratio was basically reasonable. Due to the fact that the subjects were mainly undergraduates and postgraduates, the majority of respondents were aged between 18 and 25 years old, accounting for 71.0%. Other age groups such as "≤ 18 years old", "25-35 years old", "35-45 years old", and ">45 years old" account for 12.4%, 9.4%, 2.7%, and 4.5% respectively. From the perspective of education level, 15.6%, 15.0%, 60.9%, and 8.5% of students are under high school, junior college, undergraduate, and graduate students or above respectively. From the perspective of monthly income

(referring to living expenses for students), those with monthly income of less than 1000 yuan, 1000 to 2000 yuan, 2000 to 5000 yuan and above 5000 yuan accounted for 18.7%, 49.6%, 19.5% and 12.2% respectively.

4. Data analysis

4.1 Reliability and validity test

This study is mainly divided into the use of empirical methods and SPSS21.0 and AMOS21.0 statistical software to test the reliability and validity of variable measurements. Cronbach's a values of all variables in Table 1 are greater than 0.70, and combined reliability (CR) is greater than 0.80, indicating that the measurement of each variable has a high reliability, which indicates that the measurement of each variable has a certain degree of internal consistency and stability.

In the aspect of validity analysis, factor analysis is mainly applied. The analysis results in Table 1 show that KMO value of all measured statements is 0.910 in KMO and Bartlett test. Bartlett spherical test showed that the significance was 0.000, which reached a good level. The factor load coefficients of all the measured statements on the latent variables were all greater than 0.50, and the average AVE value of the extracted quantity was also more than 0.50, which indicates that the scale had good validity.

Table 1: Test results of reliability and validity of variable measurement

variable	Contents of question	Standardized factor load	Average variance taken AVE	Combined reliability CR	Cronbach's α value
Brand perception	This information is directly related to the social responsibility of Brand H	0.837	0.5682	0.9289	0.736
	This information has a great impact on Brand H	0.835			
	I think Brand H is very attractive	0.812			
	Brand H should be blamed for the incident reported in the news	0.779			
	I think Brand H is very good	0.773			
	My evaluation of Brand H is positive	0.745			
	I think the H hot pot brand is worth owning	0.717			
	This information is directly related to the service quality of Brand H	0.703			
	I believe Brand H will respect the rights and interests of customers	0.659			
	I think brand H hot pot is trustworthy	0.650			
Brand attitude	Brand H inspires me to be happy	0.819	0.5013	0.8312	0.905
	H brand can arouse my passion	0.784			
	Eating at H brand hot pot restaurant makes me feel calm and at ease	0.705			
	H brand can give me a feeling of intimacy	0.664			
	Brand H fascinates me	0.532	0.6889	0.8984	0.848
Brand loyalty	If there is H brand hot pot nearby, I will not choose another hot pot restaurant	0.840	0.5126	0.8378	0.883
	Even if Brand H disappointed me once or twice, I would still choose it	0.798			
	When I see other brands of hot pot, I always think of Brand H	0.690			
	I would recommend Brand H to people around me	0.617			
	I will support Brand H for a long time	0.603			

4.2 Hypothesis Testing

After confirming the reliability and validity of the measurement model, correlation analysis, regression analysis and T-test were conducted on the latent variables in Table 1.

First, correlation analysis is carried out. In this part, three latent variables are brought into the correlation analysis to verify the brand crisis, and whether the crisis PR has an impact on the interrelationship among the three variables, brand perception, brand attitude and brand loyalty. The results are shown in Table 2. The data on the left of Table 2 represents the results of the three variables in the situation "with materials and no public relations", while the data on the right represents the results in the situation "with materials and no public relations".

Table 2: Correlation analysis results

		Brand perception	Brand attitude	Brand loyalty
Brand perception	Pearson pertinence	1	0.470*	0.253**
	p-values		0.000	0.000
Brand attitude	Pearson pertinence	0.446**	1	.677**
	p-values	0.000		0.000
Brand loyalty	Pearson pertinence	0.152*	0.532**	1
	p-values	0.043	0.000	

Secondly, regression analysis is carried out and H1 is discussed. This part verifies that brand perception, brand attitude and brand loyalty have significant positive effects through regression analysis, and the specific analysis results are shown in Table 3.

Table 3: Regression analysis results of brand perception, brand attitude and brand loyalty

relationship	Situation selection											
	No brand crisis				Have a brand crisis and no PR				Have a brand crisis and have PR			
	β-values	T-values	R²	P-values	β-values	T-values	R²	P-values	β-values	T-values	R²	P-values
Brand perception → Brand attitude	1.001	208.569	0.994	0.000	0.486	10.672	0.394	0.000	0.618	6.071	0.221	0.000
Brand perception →Brand loyalty	0.878	19.565	0.612	0.000	0.576	8.182	0.277	0.000	0.412	2.976	0.064	0.003
Brand attitude →Brand loyalty	0.889	20.422	0.632	0.000	0.753	8.310	0.283	0.000	0.839	10.495	0.459	0.000

4.3 Analysis of brand crisis

In the "no brand crisis" situation, brand perception has a significant positive impact on brand attitude. The β value was 1.001, the T value was 208.569, the R squared was 0.994, the significance level was 0.000, and the overall regression was significant. In addition, in the "no brand crisis" situation, the overall regression between brand perception and brand loyalty, as well as between brand attitude and brand loyalty is significant, that is, brand perception has a significant positive impact on brand loyalty, and brand attitude has a significant positive impact on brand loyalty. The same is true in the "brand crisis and no PR" and "brand crisis and PR" scenarios. Thus, H1a, H1b and H3c are all valid; That is, H1 is fully supported.

Then, a T-test is performed and H2 is discussed. This section brings three latent variables into the independent sample T-test to verify that under the brand crisis, and there is a significant difference in the impact of crisis public relations on brand equity. The results are shown in Table 4.

Table 4: Independent sample T-test results

variable	The existence of crisis public relations		T-values	P-values
	Mean value (no PR)	Mean value (with PR)		
Brand perception	4.5427	4.7121	-2.365	0.019
Brand attitude	3.7263	4.2894	-5.757	0.000
Brand loyalty	3.5520	3.5520	-5.607	0.000

The results show that the P-value results in the T-test of mean variance show that the mean values of the three variables, brand perception, brand attitude and brand loyalty, are all lower in the situation without crisis PR than in the situation with crisis PR, and there are significant differences. Therefore, H2a, H2b and H2c are all valid; So H2 is fully supported. Finally, let's talk about H3. Correlation analysis results show that the pairwise P values of the three variables, brand perception, brand attitude and brand loyalty, are all 0.000, that is, the pairwise P values are significantly correlated. In addition, the Pearson correlation changes in different situations. Therefore, H3a, H3b and H3c are all valid; That is, H3 is fully supported. Moreover, according to the data in the table, the Pearson correlation of the three groups of variables is all smaller than the latter, indicating that crisis public relations enhances the correlation among the three groups of variables.

5. Research conclusion

The results show that the brand perception, brand attitude and brand loyalty of catering enterprises all have significant positive effects, which reveals the importance of improving customers' brand loyalty to the catering industry. In particular, we should pay attention to improving customers' brand perception and brand attitude, understand customers' expectations and demands for food and service in the catering industry, and track customers' satisfaction with staff's service performance in real time in order to explore the customer's popular food service. Secondly, under the brand crisis, there is a significant difference in

the impact of crisis public relationship on brand equity. Finally, this study found that under brand crisis, crisis public relations enhanced the correlation between brand perception and brand attitude, brand perception and brand loyalty, and brand attitude and brand loyalty.

References

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