

## FACTORS INFLUENCING BRAND LOYALTY OF INDIVIDUAL CUSTOMER IN BANGKOK (THAI-JAPANESE PASTEURIZED MILK PRODUCT)

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### Abstract

*This aim of this study is to research the factors influencing individual customers' brand loyalty towards CP-Meiji pasteurized milk in Bangkok, focusing on variables like perceived value, perceived quality, brand uniqueness, brand trust, and customer satisfaction. The study suggests strategic implications to provide insights for companies seeking to solidify brand positioning and gaining competitive advantage. Research design, data and methodology: The researcher employs quantitative research methodology targeting sample size of 385, multiple linear regression analysis, and the correlations between independent and dependent variables. Results: This study found positive and significant correlation between independent and dependent variables.*

**Keywords:** Perceived Value, Perceived Quality, Brand Uniqueness, Brand Trust, Customer Satisfaction, Brand Loyalty, Fast-Moving Consumer Goods, Pasteurized Milk.

**JEL Classification Code:** E44, F31, F37, G15

### Introduction

CP-Meiji, founded in 1989, leads the dairy industry with its high-quality dairy products, but faces challenge in retaining loyal customer base. Understanding what influence brand loyalty is key to CP-Meiji's long-term success in competitive market.

Brand loyalty involves the creation of personal and emotional connection between customers and brand (Bikkumalla et al., 2018). CP-Meiji brand loyalty stems from high-quality products, maintaining trust, and satisfying customers' expectations.

From 2018 to 2022, demand for milk increased by an average of 0.89% yearly (DPO Annual Report 2022, 2022). Brands continuously engage and specialize milk products towards organic and nutritionally rich to maintain loyalty (Nguyen Ngoc & Kriengsinyos, 2024).

CP-Meiji pioneered lactose-free dairy products to foster connection with numerous adults suffering from lactose intolerance in Thailand (Densupsoontorn et al., 2005).

The interest in studying CP-Meiji's position as the leading brand can be attributed to increase in health-conscious values and threats of alternatives towards CP-Meiji's dairy products (Senadisai et al., 2015). Despite modern generation regular consumption, shared sentiment regarding milk as children diets had taken roots generationally (Food Focus Thailand, 2018).

### Problem Statements

CP-Meiji challenge is retaining its customer base within the pasteurized milk market and fostering brand loyalty amongst other major competitors like Foremost and Dutchmill(YAMADA

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Consulting Group, 2019). CP-Meiji market share grew from 8%(2013) to 12%(2021), competing against Foremost's 30%(2021). However, CP-Meiji still leads in pasteurized milk market(Bualuang Securities, 2013; Embassy of Brazil-Bangkok, 2021).

CP-Meiji's pasteurized milk listed at higher price(48THB) as premium product, appealing to health-conscious consumers. Compared to Dutchmill's moderate pricing (35THB), appealing to price-sensitive consumers(Embassy of Brazil-Bangkok, 2021).

Therefore, CP-Meiji needs to consider other factors that influence strong commitment and loyalty to the brand, and securing loyal customer base in the future.

### **Objectives of Study**

The objective of this study is to identify the influence of factors such as perceived value, perceived quality, brand uniqueness, brand trust, and customer satisfaction on customer brand loyalty toward CP-Meiji's pasteurized milk.

### **Research Questions**

What factors influence customers' brand loyalty towards CP-Meiji's pasteurized milk in Bangkok, Thailand?

- Does perceived value significantly influence customer's brand loyalty?
- Does perceived quality significantly influence customer's brand loyalty?
- Does brand uniqueness significantly influence customer's brand loyalty?
- Does brand trust significantly influence customer's brand loyalty?
- Does customer satisfaction significantly influence customer brand loyalty?

### **Significance of the Study**

The significance of this study is to identify factors that require focus to maintain and expand CP-Meiji's customer base. Topics related to the perceptions and behavior of consumers in Bangkok can offer valuable insights into factors that influence brand loyalty(Ciba, 2024; Food Focus Thailand, 2018).

Thailand's dairy market is trending towards highly competitive, per the HHI Index trend (6Wresearch, 2022). Meaning that maintaining loyal customer base is more crucial to success in future market. Understanding what brand loyalty can assist CP-Meiji and other brands to allocate and optimize their resources.

### **Scopes of the Study**

The scope of this study is individual customers living or residing in Bangkok who repurchased CP-Meiji pasteurized milk products in the last 3 months. This involves identifying and segmenting specific demographics into groups (i.e., age, gender, and income) to understand better their preferences and sensitivity toward which factors, thereby providing insights

Results of this study focuses only on Bangkok and may not represent other regions in Thailand. The research results may differ when this group of customers is involved.

### **Definitions of the Study**

- **Perceived Value**

Perceived value represents customers' perception based on their view on the value of a product (Sebastián-Morillas et al., 2023).

- **Perceived Quality**

Perceived quality refers to the customer's perception of a product or brand's overall quality (Othman et al., 2017).

- **Brand Uniqueness**

Brand uniqueness refers to the distinct characteristics and qualities of a product or a brand that makes it stand out from other competitors (Manisa & Sari, 2023).

- **Brand Trust**

According to, brand trust refers to the customer's ability to place trust in a brand to provide or deliver appropriate products as promised, creating trust and credibility (Erdem and Swait, 2004; Gayatri et al.,2023).

- **Customer Satisfaction**

Customer satisfaction is characterized as an assessment of the experience after the consumption of the actual product based on how the customer responds to the result (Hidayat et al., 2016).

- **Brand Loyalty**

Brand loyalty, according to Chan (2024) and Zheng (2024), refers to an individual's dedication and commitment to make repeated decisions to purchase products from a particular brand.

### Literature Review

#### Theories Related to the Study

- **Theory of Planned Behavior (TPB)**

The Theory of Planned Behavior (TPB) proposes a foundational model for predicting human behavior across numerous domains, including environmental actions, health behaviors, and consumer choices (Ajzen, 1991). TPB proposes that consumer behavior is influenced by subjective norms, attitude toward the behavior, and perceived behavioral control (PBC) (Miller, 2019; Rozenkowska, 2023).

TPB explains repurchase intentions of a product, indicating that subjective norms and PBC significantly impact consumer loyalty with socially influenced products (Rozenkowska, 2023; Wafiroh & Wuryaningsih, 2024). Perceived usefulness, product quality, and brand commitment influences consumer attitudes and behavioral intentions, which drives brand loyalty (Shaban, 2018).

- **Commitment-Trust Theory**

The Commitment-Trust Theory (CTT), developed by Morgan and Hunt (1994), emphasizes trust and commitment as the main components in forging long-lasting customer-firm relationships. Another study suggests that brand commitment is a foundation for consumer satisfaction and loyalty (Amoroso & Ackaradejruangsri, 2024).

CTT, highlighted by R (2024), unveils that establishing trustworthy brand image possess positive correlation between brand experience and brand trust on brand loyalty. Applications of CTT demonstrate the versatility and significance of promoting loyalty and engagement across varied markets and industries.

#### Review of Literature Related to Dependent Variables

- **Brand Loyalty**

Lang et al. (2022) stated that difference in cultural contexts and values influence brand loyalty in various market, playing significant roles in achieving brand loyalty. Relatively, Chauhan (2023) concluded that in FMCG context, brand loyalty strongly influenced repeated purchasing behavior.

Results from measuring brand loyalty by empirical evaluation model implies that brand loyalty can be applied across wide-range of FMCG products rather than specific product (Moolla & Bisschoff, 2012).

#### Review of Literature Related to the Relationship between each Variable

- **Perceived Value - Brand Loyalty**

Perceived value on dairy traceability is crucial, especially in younger generation consumers where interests in information related to food traceability and health-centric attributes impacts competitive positioning and loyalty (Charlebois & Haratifar, 2015; Quadri et al., 2024).

- **Perceived Quality - Brand Loyalty**

Perceived quality in dairy products such as health benefits, organic labeling, and ingredient transparency, along with health benefits significantly affect consumer acceptance, awareness, and association leading to brand loyalty (Andik & Rachma, 2022; Sajdakowska et al., 2021)

- **Brand Uniqueness - Brand Loyalty**

Brand uniqueness in FMC Genhanced by attributes like anthropomorphism in online product promotion and authenticity leads to unique brand positioning, which drives loyalty and trust(Kaur, 2024; Masnita et al., 2020; Siriguppi, 2022).

- **Brand Trust - Brand Loyalty**

Studies emphasizes that trust positively impact and crucial in promoting brand loyalty leading to consistent purchasing decisions (Javed et al., 2014;Wibowo, 2022).

- **Customer Satisfaction - Brand Loyalty**

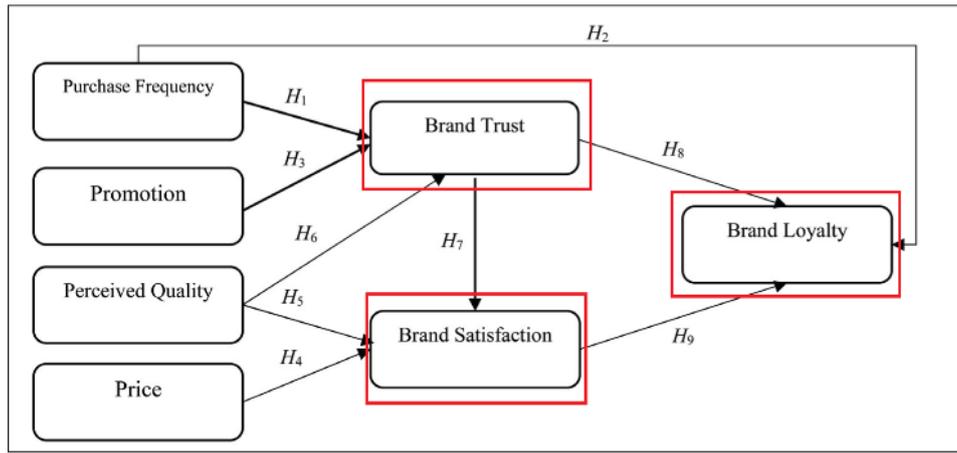
A study by Rajan and Baskaran (2023) that focuses on the impacts on businesses highlights the crucial factor of customer satisfaction, showing strong connections in fostering brand loyalty, customer retention, and increase in business driving sales(Nanhe & Nanhe, 2024; Rajan & Baskaran, 2023; Selvia & Nugroho, 2024).

**Research Framework and Hypotheses Development**

**Theoretical Frameworks**

- **(Satisfaction and Brand Trust on Brand Loyalty)**

This model serves as the basis for the drive behind brand loyalty within the FMCG market in this study.

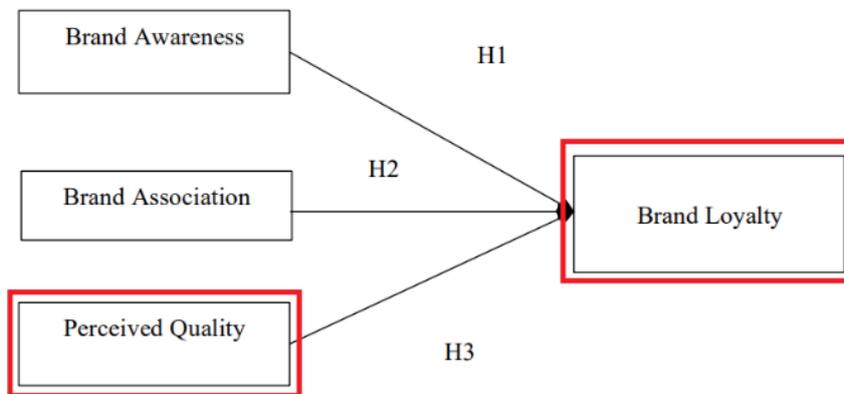


**Figure 1: The driving factors behind brand loyalty within the FMCG market framework**

*Note.* Adapted from Morkūnas & Grišmanauskaite (2023).

- **Perceived Quality on Brand Loyalty**

This model serves as the basis for the impact the perceived quality would have on brand loyalty in this study.

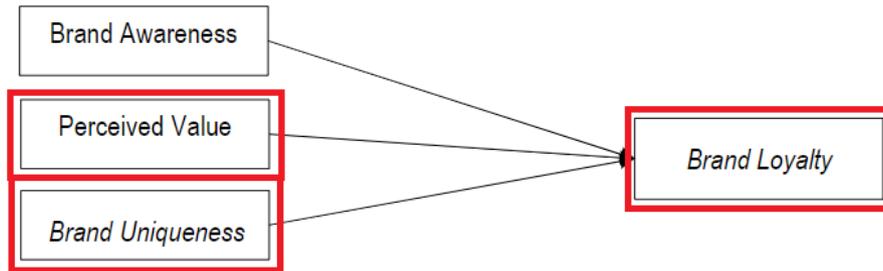


**Figure 2: The Factors Influencing Brand Loyalty of new product goods framework**

*Note.* Adapted from Andik & Rachma (2022).

- **Perceived value and Brand Uniqueness on Brand Loyalty**

This model serves as the basis for how perceived value and brand uniqueness plays a role in increasing brand loyalty in this study.

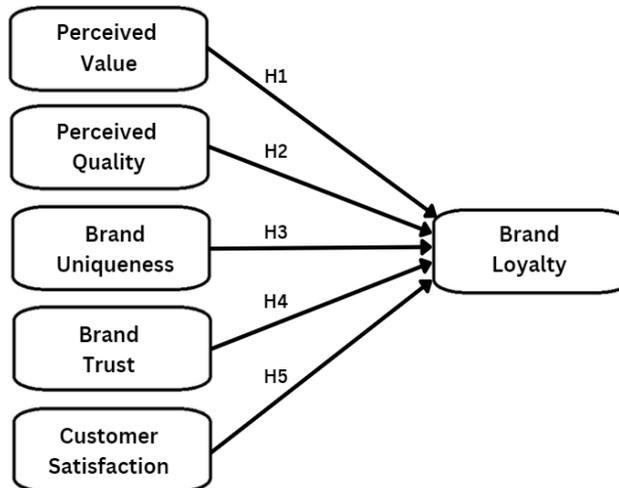


**Figure 3: The perceived value and brand uniqueness plays a role in increasing brand loyalty in Fast Fashion Industry framework**

Note. Adapted from Ruslim et al. (2024)

**Conceptual Framework**

The purpose of constructing the framework is to analyze and observe whether the independent influence customers' brand loyalty of CP-Meiji pasteurized milk in Bangkok, Thailand.



**Figure 4: Conceptual Framework: Bangkok Customers' Brand Loyalty towards CP-Meiji Pasteurized Milk**

Source: Developed and created by the author of the report

**Hypotheses Development**

The researcher established five hypotheses based on the conceptual framework exploring factors that influence brand loyalty. The following are the proposed hypotheses:

**Hypothesis 1 (H<sub>1</sub>)**

**H<sub>1o</sub>:** Perceived value does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

**H<sub>1a</sub>:** Perceived value significantly influences brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

**Hypothesis 2 (H<sub>2</sub>)**

**H<sub>2o</sub>:** Perceived quality does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

**H<sub>2a</sub>:** Perceived quality significantly influences brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

### Hypothesis 3 (H3)

**H<sub>3o</sub>:** Brand uniqueness does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

**H<sub>3a</sub>:** Brand uniqueness significantly influences brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

### Hypothesis 4 (H4)

**H<sub>4o</sub>:** Brand trust does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

**H<sub>4a</sub>:** Brand trust significantly influences brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

### Hypothesis 5 (H5)

**H<sub>5o</sub>:** Customer satisfaction does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

**H<sub>5a</sub>:** Customer satisfaction significantly influences brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

## Research Methodology

### Sampling Plan

- **Target Population**

In this study, the target population is the individual customers residing in Bangkok. According to the data, the total population of Bangkok in 2024 is 11,234,000 (Bangkok, Thailand Metro Area Population website 1950-2024, 2024)

- **Sample Size**

The sample size was determined via online calculator for the questionnaire (**Sample size calculator**). The data showed that the population of Bangkok, Thailand in 2024 is 11,234,000. The conclusion points to 385 being the appropriate sample size.

- **Sampling Procedures**

The researcher utilizes the convenience sampling with screening question in place to filter for relevance response. Given time constraints, convenience sampling method was chosen by the researcher.

### Research Instrument/ Questionnaire Design

The questionnaire surveys distributed online survey included three parts consisting of Screening questions, Demographic Profile, and Measuring Variables. The questionnaire details are presented as follows:

- **Part I: Screening Questions**

In this section, the respondents are screened according to the needs of this study and those who do not meet the criteria are rejected.

- **Part II: Demographic Profile**

In this section, the questions cover demographic information of the respondents. In order to determine characteristics of a respondent's demographic, basic personal information collection includes factors such as gender, age, monthly income, and employment status

- **Part III: Measuring Variables**

The purpose in this section of the questionnaire is to examine and measure variables surrounding each factor influencing individual customers' brand loyalty towards CP-Meiji in Bangkok, Thailand. The researcher used the five-points likert scale in conducting the measurements to assess and evaluate the respondent's attitude based on the level of agreement towards each of the variables. (**See AppendixA**)

### Reliability

- **Reliability Test (Pilot Test)**

The researcher selected 30 people to operate a pilot test. Cronbach's alpha is one of the techniques for consistency certification.

Cronbach's Alpha (CA) approach is conducted to apply for the pilot test research reliability (Cronbach, 1951). Schweizer (2011) reported that Cronbach's Alpha is a major method which has the most frequent uses among researchers who intend to test reliability (Table 1).

**Table 1: Cronbach's Alpha and Internal Consistency's Rules**

Alpha Coefficient Range	Strength of Association
$\alpha > 0.9$	Excellent
$0.8 < \alpha < 0.9$	Good
$0.7 < \alpha < 0.8$	Acceptable
$0.6 < \alpha < 0.7$	Questionable/Moderate
$0.5 < \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Note. Reprinted from Cronbach (1951)

The pilot test Cronbach's Alpha results indicated that the research's questionnaire has reliability to be accepted for further usage with regard to the value must be at least 0.60 or higher (Table 4.2).

**Table 2: The Value of Reliability Analysis of Each Item and Variable in this Study (n=30)**

Variables/Measurement Items	Cronbach's Alpha	Internal Consistency
Perceived Value (PV)	0.871	Good
Perceived Quality (PQ)	0.761	Acceptable
Brand Uniqueness (BU)	0.855	Good
Brand Trust (BT)	0.876	Good
Customer Satisfaction (CS)	0.861	Good
Brand Loyalty (BL)	0.819	Good

#### Methods of Data Gathering and Procedures

The primary data was collected from respondents through online channels and will be used for population data analysis. The variables were measured on five-point scale based on respondents' thoughts on the variables.

The secondary data collection method was obtaining articles published by previous researchers or academic journals. These articles and academic journals have been reviewed by experts and published through reliable websites.

The researcher collected online questionnaires to increase the validity of the information data by using only necessary questions.

#### Data Analysis

##### Reliability Testing

The questionnaire was tested for reliability using responses collected from 385 respondents. The questionnaire reliability test examined by Cronbach's Alpha (1951) method to conduct assessment and analysis requires each variable item the result above 0.6 for an acceptance (Table 3).

**Table 3: The value of Reliability Analysis of Each Item and Variable in this Study (n=385)**

Item No.	Variables/Measurement Items	Cronbach's Alpha	Strength of Association
Perceived Value (PV)		0.795	Acceptable
PV1	CP-Meiji pasteurized milk provides good value for the price.	0.758	Acceptable
PV2	CP-Meiji pasteurized milk is worth the money.	0.725	Acceptable
PV3	The benefits of CP-Meiji pasteurized milk outweigh the costs.	0.767	Acceptable
PV4	I feel I get my money's worth from CP-Meiji pasteurized milk.	0.722	Acceptable
Perceived Quality (PQ)		0.805	Good
PV1	CP-Meiji pasteurized milk provides good value for the price.	0.758	Acceptable
PV2	CP-Meiji pasteurized milk is worth the money.	0.725	Acceptable
PV3	The benefits of CP-Meiji pasteurized milk outweigh	0.767	Acceptable

	the costs.		
PV4	I feel I get my money's worth from CP-Meiji pasteurized milk.	0.722	Acceptable
Brand Uniqueness (BU)		0.792	Acceptable
BU1	The CP-Meiji brand is one-of-a-kind.	0.728	Acceptable
BU2	The CP-Meiji brand has unique characteristics.	0.767	Acceptable
BU3	The CP-Meiji brand is distinct from other brands.	0.734	Acceptable
BU4	The CP-Meiji brand offers something no other brand does.	0.733	Acceptable
Brand Trust (BT)		0.846	Good
BT1	I trust the CP-Meiji brand.	0.819	Good
BT2	The CP-Meiji brand consistently delivers what it promises.	0.796	Acceptable
BT3	I feel safe purchasing from the CP-Meiji brand.	0.814	Good
BT4	The CP-Meiji brand is honest and reliable.	0.790	Acceptable
Customer Satisfaction (CS)		0.797	Acceptable
CS1	I am satisfied with CP-Meiji pasteurized milk.	0.725	Acceptable
CS2	CP-Meiji pasteurized milk meets my expectations.	0.755	Acceptable
CS3	My experience with CP-Meiji pasteurized milk was positive.	0.726	Acceptable
CS4	I am pleased with my choice to buy CP-Meiji pasteurized milk.	0.781	Acceptable
Brand Loyalty (BL)		0.803	Good
BL1	I intend to keep buying from the CP-Meiji brand.	0.764	Acceptable
BL2	I would recommend the CP-Meiji brand to others.	0.761	Acceptable
BL3	The CP-Meiji brand would be my first choice in its category.	0.750	Acceptable
BL4	I prefer the CP-Meiji brand over other brands.	0.738	Acceptable

### Demographic Data

Questionnaires were conducted by 385 eligible respondents, and 100% of sample size will be used for data analysis.

**Table 4: Demographic information analysis by using frequency distribution and percentage (n=385)**

Demographic Factors	Frequency	Percent
<b>Gender</b>		
Male	188	48.8%
Female	195	50.7%
Other/Prefer not to say	2	0.5%
<b>Total</b>	<b>385</b>	<b>100%</b>
<b>Age</b>		
18-23	24	6.2%
24-30	273	70.9%
31-40	84	21.8%
Older than 41	4	1.0%
<b>Total</b>	<b>385</b>	<b>100%</b>
<b>Income</b>		
Lower than 15,000	4	1.0%
15,001-20,000	36	9.4%
20,001-30,000	289	75.1%
30,001-40,000	41	10.6%
40,001-50,000	10	2.6%
More than 50,000	5	1.3%
<b>Total</b>	<b>385</b>	<b>100%</b>

<b>Employment Status</b>		
Full-time	356	92.5%
Part-time	2	0.5%
Self-employed	11	2.9%
Unemployed	16	4.2%
<b>Total</b>	<b>385</b>	<b>100%</b>
<b>The consumption frequency of pasteurized milk products</b>		
More than once a day		
Once a day	1	0.3%
Once every 2-3 days	26	6.8%
Once a week	109	28.3%
Once a month	232	60.3%
Less than once a month	10	2.6%
	7	1.8%
<b>Total</b>	<b>385</b>	<b>100%</b>
<b>The purchase frequency of CP-Meiji pasteurized milk products</b>		
More than once a day	-	-
Once a day	12	3.1%
Once every 2-3 days	69	17.9%
Once a week	264	68.6%
Once a month	31	8.1%
Less than once a month	9	2.3%
<b>Total</b>	<b>385</b>	<b>100%</b>

### Hypothesis Testing Results

These are the elements utilized in hypothesis testing:

B = 'Unstandardized coefficients B'

SE B = 'the standard error for the unstandardized beta'

$\beta$  = 'the standardized beta; Beta or  $\beta$ '

t = 't statistic; t-value'

p = 'p-value; Sig; Significant value'

VIF = 'Variance Inflation Factor'

### • Result of Multiple Linear Regression of H1, H2, H3, H4, H5

#### Statistical Hypothesis

Table 5.9 indicates the analysis calculation result by multiple linear regression. All 5 hypotheses have significant P-value (less than 0.05). The results imply that all null hypotheses were rejected, and each factor has significant influence on brand loyalty toward CP-Meiji pasteurized milk in Bangkok.

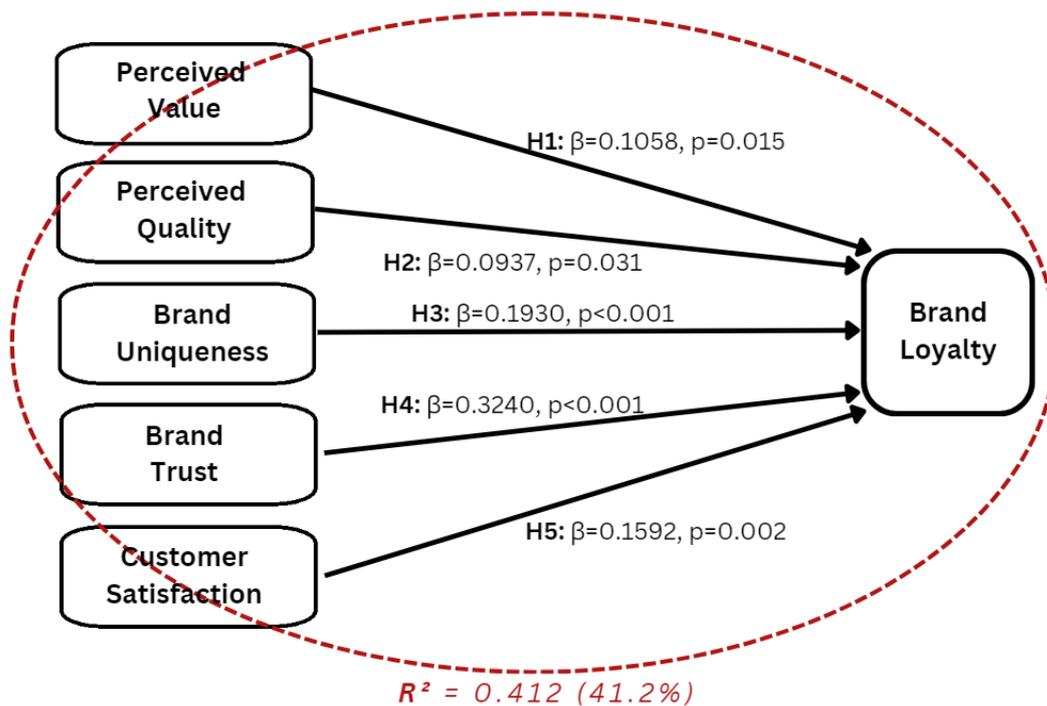
The R-square from this analysis has '0.412' and the confidence level of this model is '95%'. The value of variance inflation factor (VIF) is '<5', implying that no issue occurred in multicollinearity.

The regression analysis result indicates that this model is significant with P-value being '<0.05' and had a variance of '41.2%'

**Table 4: Analysis summary of Multiple Linear Regression for all Hypotheses**

Variables	B	SE B	$\beta$	t	p	VIF	Null Hypothesis
Perceived Value	0.1079	0.0441	0.1058	2.45	0.015	1.21	Rejected
Perceived Quality	0.0883	0.0408	0.0937	2.16	0.031	1.21	Rejected
Brand Uniqueness	0.2005	0.0482	0.1930	4.16	<.001	1.39	Rejected
Brand Trust	0.2935	0.0462	0.3240	6.35	<.001	1.68	Rejected
Customer Satisfaction	0.1625	0.0511	0.1592	3.18	0.002	1.62	Rejected

Note:  $R^2 = 0.412$ , Adjusted  $R^2 = 0.404$ ,  $**p < 0.05$ . Dependent Variable = Brand Loyalty (BL)



**Figure 5: The Results of the Structural Model**

Source: Developed and created by the author of the report

## Conclusion and Recommendations

### Summary of findings

According to the overall demographic data collected from respondents who participated in the questionnaire survey, majority of respondents represented the group of female (50.7%), aged 24-30(70.9%), with monthly income of 20,001-30,000THB (75.1%). The majority (92.5%) were employed full-time, consumed pasteurized milk weekly (60.3%), and purchased CP-Meiji's pasteurized milk weekly (68.6%).

Respectively, the highest mean and standard deviation was perceived quality (' $X=3.84$ ', ' $SD=0.790$ '), brand trust (' $X=3.70$ ', ' $SD=0.822$ '), perceived value (' $X=3.68$ ', ' $SD=0.730$ '), customer satisfaction (' $X=3.67$ ', ' $SD=0.730$ '), brand loyalty (' $X=3.56$ ', ' $SD=0.745$ '), and the lowest was brand uniqueness (' $X=3.46$ ', ' $SD=0.717$ ').

The hypothesis testing result in all being ' $<0.05$ ', leading to the rejection of null hypotheses.

**Table 5: Summary of Hypothesis Testing Results**

Statement of Hypothesis	p-value	Decision Results
H1o: Perceived value does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.	0.015	Rejected
H2o: Perceived quality does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.	0.031	Rejected
H3o: Brand uniqueness does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.	<.001	Rejected
H4o: Brand trust does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.	<.001	Rejected
H5o: Customer satisfaction does not significantly influence brand loyalty toward CP-Meiji pasteurized milk in Bangkok.	0.002	Rejected

The most significant factor influencing brand loyalty toward CP-Meiji is brand trust ( $\beta=0.3240$ ), followed by brand uniqueness ( $\beta=0.1930$ ), and customer satisfaction ( $\beta=0.1592$ ).

**Table 6: Summary Strengths of Factors Influencing Brand Loyalty**

Dependent Variable	Rank	Independent Variable	Standardized Coefficient ( $\beta$ )
Brand Loyalty (BL)	1st	Brand Trust (BT)	0.3240
	2nd	Brand Uniqueness (BU)	0.1930
	3rd	Customer Satisfaction (CS)	0.1592
	-	Perceived Value (PV)	0.1058
	-	Perceived Quality (PQ)	0.0937

#### Discussion and Conclusion based on Findings

- **Perceived Value, Perceived Quality, Brand Uniqueness, Brand Trust, and Customer Satisfaction on Brand Loyalty.**

The strongest driver of brand loyalty for CP-Meiji is brand trust, this corresponds to Mishra et al. (2016), stating that brand trust significantly influence loyalty of consumers among familiar brands. Brand uniqueness of CP-Meiji evoke feelings in consumers, increasing brand loyalty, coinciding with Siriguppi's (2022) findings on unique brand positioning. Nanhe & Nanhe (2024) show that customer satisfaction strengthen connections with consumers, which helps establish brand loyalty.

Other testing results, perceived value and perceived quality on brand loyalty has moderately positive significant value ('0.015' & '0.031'), and standardized coefficient ( $\beta$ ) ('0.0937' & '0.1058').

The proportion of variance of this multiple linear regression model, the 'R<sup>2</sup> is 41.2%', meaning that '41.2%' of the variation in brand loyalty is explained by the independent variable.

#### Recommendations based on Findings

- **Recommendations of Perceived Value**

According to the results, many respondents do not feel that CP-Meiji pasteurized milk is worth the money. To resolve this, developing new value-focused marketing strategy by increasing CP-Meiji pasteurized milk values like organic certifications and Japanese food technology can help to justify the price.

- **Recommendations of Perceived Quality**

CP-Meiji should invest in enhancing the existing quality assurance campaigns highlighting their manufacturing processes and promote benefits by launching an educational campaign for their new product lines, aiming towards the niche markets, such as high-protein, low-sugar content, and lactose-free pasteurized milk.

- **Recommendations of Brand Uniqueness**

Identifying their best-selling product-lines and offer variants that's exclusive to CP-Meiji pasteurized milk, like seasonal limited flavors sold based on popularity of each year's trend. Additionally, collaborating with other local brands that reflects Thai-Japanese values and culture, would evoke sense of uniqueness while also solidifying the company's roots.

- **Recommendations of Brand Trust**

Investing into a transparency prioritization program that emphasizes product safety and quality control, such as digital tracking system on the official website to track the production code/ID to inspect details down to individual container and production process. Making this publicly available would further both educational and interactive channels engagement, reassuring the brand's transparency in reliability and safety processes.

- **Recommendations of Customer Satisfaction**

CP-Meiji should focus on feedback-driven improvement initiative provided by customer through use of different media and channels. Investigating into aspect of the product that consumers are most or least satisfied with, then initiate adjustments and improve customer experience based on provided feedback.

- **Recommendations of Brand Loyalty**

Creating an interactive and personalized loyalty program, such as online games that involve purchasing from CP-Meiji. For instance, a collection game where you can feed pets of your choice in

digital game using codes you receive on the product's packaging, like bottom of the cap, this functions as loyalty program rewards where the more you feed the pet, better rewards will given back proportionally. This will strengthen emotional connections and personalized engagement that provides both rewarding and entertaining experiences.

#### Implications based on Findings and Theories

The research findings imply that perceived value, perceived quality, brand uniqueness, brand trust, and customer satisfaction all play a significant role in influencing customers' brand loyalty of CP-Meiji pasteurized milk in Bangkok. CP-Meiji should focus on employing strategies that will increase brand trust and transparency, while maintaining high product standards to increase customer's brand loyalty towards the CP-Meiji brand.

#### Limitations of the Study

This study focuses entirely on Bangkok and did not cover other parts of Thailand, limiting the results and generalizing unrepresented populations in other parts of Thailand. The reliance on online surveys, may ignore demographics of elderly people who do not use the internet, evident by the lack of older demographics in this study. Research results may vary as this study was conducted exclusively on CP-Meiji, potentially leading to overrepresentation of loyal customers.

This study lack of comparative analysis of factors, such as cultural influences, advertising and promotion, and environmentalism suggests other unexplored factors influencing the variables that were not properly captured by the conceptual model. Moreover, this study's time-constraint nature meant that data would limit findings' relevancies to the time period that this study was conducted, as the market landscape continuously changes overtime.

#### Further Studies

Future studies may expand into conducting in-depth interviews on focus groups with pasteurized milk products customers, exploring deeper, more nuance insights on influences towards brand loyalty. Future research into effective marketing strategies involving personalized communication via digital marketing could enhance perceived value and perceived quality of a brand which tends to increase brand loyalty (Shuwu, 2024).

Research focusing on the influence of emotional connections and experience between customer and brand can provide insights into the deeper, more complex drivers that influence loyalty. Through delivery of consistent quality and value, Mahato (2024) found that these factors lead to trust, and contribute to brand loyalty. This could branch into other factors that were not covered in this model, such as market peers like Foremost and Dutchmill in comparative analysis to better implicate the idea of brand loyalty and the shifting life-style in the future (Pienwisetkaew et al., 2022; Senadisai et al., 2015).

In conclusion, by addressing and expanding further on these research areas, future researchers could contribute to a deeper understanding of consumer behavior towards pasteurized milk products brands in Bangkok. Furthermore, reveal findings that may have been limited or overlooked in this paper by providing practical insights for stakeholders seeking to solidify and strengthen CP-Meiji's brand positioning in the market by means of improving individual customers' experience and increasing loyalty towards the CP-Meiji brand.

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## Appendix

### Appendix A

#### Questionnaire

##### Part I: Screening Questions

1. Are you living in Bangkok, Thailand?
  - Yes, please continue.
  - No, thank you for your attention and please return the questionnaire to the researcher
2. Have you repurchased any CP-Meiji pasteurized milk product(s) in the last 3 months?
  - Yes, please continue.
  - No, thank you for your attention and please return the questionnaire to the researcher

##### Part II: Demographic profile

1) What is your gender?

Male

Female

Prefer not to say

2) What is your age?

- 18-23 years old
- 24-30 years old
- 31-40 years old
- Older than 41 years old
- 3) What is your current monthly income (in THB)?
- Lower than 15,000
- 15,001 - 20,000
- 20,001 - 30,000
- 30,001 - 40,000
- 40,001 - 50,000
- More than 50,000
- 4) What is your employment status?
- Full-time
- Part-time
- Self-employed
- Unemployed
- Other (Specify \_\_\_\_)
- 5) How often do you consume pasteurized milk products?
- More than once a day
- Once a day
- Once every 2-3 days
- Once a week
- Once a month
- Less than once a month
- 6) How often do you purchase CP-Meiji pasteurized milk product(s)?
- More than once a day
- Once a day
- Once every 2-3 days
- Once a week
- Once a month
- Less than once a month

**Part III: Measuring Variables**

1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

**Table 4.2:** Variables Measurement Items

Variables measurement items	LEVEL OF Agreement				
	1 SD	2 D	3 N	4 A	5 SA
<b>Perceived Value (PV)</b>					
Perceived value reflects the consumer's assessment of a product's overall worth, balancing the benefits received against the costs incurred.					
PV1: CP-Meiji pasteurized milk provides good value for the price.	1	2	3	4	5

PV2: CP-Meiji pasteurized milk is worth the money.	1	2	3	4	5
PV3: The benefits of CP-Meiji pasteurized milk outweigh the costs.	1	2	3	4	5
PV4: I feel I get my money's worth from CP-Meiji pasteurized milk.	1	2	3	4	5
<b>Perceived Quality (PQ)</b>					
Perceived quality is the consumer's judgment of a product's overall excellence or superiority.					
PQ1: The quality of CP-Meiji pasteurized milk is very high.	1	2	3	4	5
PQ2: CP-Meiji pasteurized milk is made with great care.	1	2	3	4	5
PQ3: CP-Meiji pasteurized milk offers consistently good quality.	1	2	3	4	5
PQ4: CP-Meiji pasteurized milk has superior quality to competitors.	1	2	3	4	5
<b>Brand Uniqueness (BU)</b>					
Brand uniqueness refers to the distinct characteristics of a brand that set it apart from competitors.					
BU1: The CP-Meiji brand is one-of-a-kind.	1	2	3	4	5
BU2: The CP-Meiji brand has unique characteristics.	1	2	3	4	5
BU3: The CP-Meiji brand is distinct from other brands.	1	2	3	4	5
BU4: The CP-Meiji brand offers something no other brand does.	1	2	3	4	5
<b>Brand Trust (BT)</b>					
Brand trust is the consumer's confidence in a brand's reliability and integrity, leading to reliance on the brand.					
BT1: I trust the CP-Meiji brand.	1	2	3	4	5
BT2: The CP-Meiji brand consistently delivers what it promises.	1	2	3	4	5
BT3: I feel safe purchasing from the CP-Meiji brand.	1	2	3	4	5
BT4: The CP-Meiji brand is honest and reliable.	1	2	3	4	5
<b>Customer Satisfaction (CS)</b>					
Customer satisfaction is the consumer's fulfillment response after purchasing and using a product or service, reflecting a positive evaluation of the product.					
CS1: I am satisfied with CP-Meiji pasteurized milk.	1	2	3	4	5
CS2: CP-Meiji pasteurized milk meets my expectations.	1	2	3	4	5
CS3: My experience with CP-Meiji pasteurized milk was positive.	1	2	3	4	5
CS4: I am pleased with my choice to buy CP-Meiji pasteurized milk.	1	2	3	4	5
<b>Brand Loyalty (BL)</b>					
Brand loyalty represents the consumer's commitment to repurchase or continue using a brand despite external influences.					
BL1: I intend to keep buying from the CP-Meiji brand.	1	2	3	4	5
BL2: I would recommend the CP-Meiji brand to others.	1	2	3	4	5
BL3: The CP-Meiji brand would be my first choice in its category.	1	2	3	4	5
BL4: I prefer the CP-Meiji brand over other brands.	1	2	3	4	5

