



# Marketing Strategies for Competition in the Thai Halal Restaurant Business

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## Abstract

This study explores the impact of marketing strategies and value creation on consumer attitudes and purchasing intentions toward halal food, with a specific focus on both Muslim and customers of other religions in Thailand and to assess the invariance of the causal relationship model regarding the factors influencing marketing strategies for competition in the Thai halal restaurant industry. In addition, this paper analyzes the influence of religious affiliation on attitudes and intentions. By exploring the interplay of religion, marketing approaches, and perceived value, the research provide actionable insights for halal restaurants to effectively broaden their market appeal and enhance competitiveness within a diverse and dynamic food industry. The research utilizes a structured questionnaire distributed to 400 halal food consumers in Thailand, with respondents from both Muslim and customers of other religions. The findings reveal that while Muslims exhibit a more favorable attitude toward halal food, the other religious backgrounds also show positive attitudes, with only slight differences in their perceptions. Furthermore, the results indicate that marketing strategies and value creation efforts, such as innovation and halal food R&D, play a significant role in shaping consumer attitudes and purchasing intentions, regardless of religious affiliation. This research demonstrates that halal restaurants can effectively attract customers of other religions by employing targeted marketing strategies, thus broadening their market reach. The study provides valuable insights for halal food businesses aiming to diversify their consumer base and enhance their competitiveness in the global food industry.

**Keywords:** Marketing strategies, Thai halal food, Thai halal restaurant

## I. INTRODUCTION

Islam is the second-largest religion in Thailand, with Muslims constituting approximately 5.4% of the total population. As of 2018, Thailand's population was 69.43 million, including approximately 3.7 million Muslims (National Statistical Office, 2023). This significant demographic underscores the growing importance of halal food to the national economy. Moreover, the evolving dietary habits of the Muslim population have further accentuated this trend. Traditionally, Muslim families prepared meals at home, ensuring quality control and adherence to Islamic dietary laws. However, contemporary shifts reveal a growing preference for ready-to-eat meals, pre-prepared food, and dining at restaurants, which creates new opportunities for the halal restaurant industry.

Halal food has attracted considerable attention due to its expanding market share, driven by the increasing global Muslim population. Projections suggest that by 2030, the global Muslim population will reach 2.2 billion, accounting for 26.4% of the world's population (Consultancy.asia, 2023). This rapid growth presents significant opportunities and challenges for businesses targeting Muslim consumers, particularly within the restaurant sector. However, focusing solely on Muslim customers is no longer a sustainable strategy in an increasingly competitive and interconnected global market.

The exclusive targeting of Muslim customers limits the growth potential of halal restaurants and exposes them to market risks, including economic downturns, demographic shifts, and intensified competition. To remain viable and achieve sustainable growth, halal restaurants must expand their customer base to include individuals from diverse religious and cultural backgrounds. Customers of other religions represent a significant untapped market with considerable purchasing power. Failure to address this segment could result in stagnation or even decline, particularly as consumer preferences

evolve toward inclusivity, health consciousness, and ethical dining practices.

Halal food is uniquely positioned to attract customers of other religions due to its emphasis on hygiene, quality, and ethical sourcing. These attributes align with the growing demand for food that meets high safety standards and supports sustainable practices. Moreover, halal certification can serve as a trusted indicator of food integrity, appealing to health-conscious and environmentally aware consumers. However, many halal restaurants fail to communicate these benefits effectively to consumers of other religions, thus missing critical opportunities to broaden their appeal.

The urgency of expanding beyond a strictly Muslim customer base is further underscored by the uncertainty surrounding consumer motivations. While religious adherence is a key driver for Muslim diners, consumers of other religions may prioritize different factors such as food quality, ethical sourcing, and dining experiences. Without a clear understanding of these motivations, halal restaurants risk alienating a potentially lucrative market segment. Therefore, research into consumers' perceptions and behaviors toward halal-certified establishments, particularly those of other religious backgrounds, is critical. Consequently, it is necessary to investigate the degree to which religion impacts attitudes and intentions to dine at halal restaurants, in order to design effective marketing strategies that attract consumers of other religions.

## II. OBJECTIVE

1. To investigate the impact of marketing strategies and value creation on attitudes toward halal food.
2. To investigate the impact of consumer attitudes on purchase intention toward Thai halal food
3. To assess the invariance of the causal relationship model regarding the factors influencing marketing strategies for competition in the Thai halal restaurant industry.

### III. HYPOTHESIS

H1: Marketing strategies significantly influence consumer attitudes toward halal food.

H2: Value creation has a significant effect on consumer attitudes toward halal food.

H3: Consumer attitudes have a significant effect on purchase intention toward halal food.

H4: Marketing strategies significantly influence consumer attitudes toward halal food is the same in both Muslim consumer and consumer of other religions.

### IV. LITERATURE REVIEW

#### *A. Religion as a Driver of Consumption Attitude and Intention*

Religion plays a fundamental role in shaping individual attitudes and behaviors, particularly in the context of food consumption. The Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1980) and its extended model, the Theory of Planned Behavior (TPB) (Ajzen, 1991), provide robust frameworks for understanding the relationship between religion, attitudes, and intentions. According to these theories, an individual's behavior is influenced by their attitude toward the behavior, subjective norms, and perceived behavioral control. In the context of halal food, religious beliefs can significantly influence these factors, shaping both attitudes toward halal food and the intention to consume it.

Religious commitment significantly influences attitudes towards halal food. For Muslims, following Islamic dietary laws, which mandate consuming halal-certified food, is a religious duty. These laws emphasize hygiene, ethics, and avoidance of harm, leading individuals with strong religious beliefs having a positive attitude towards halal food and having a higher intention to consume it. (Hosseini, Mirzaei, & Iranmanesh, 2020). Additionally, these laws promote practices beneficial to both spiritual well-being and physical health, emphasizing the importance of consuming halal food (Mohd Nawawi et al., 2020).

Subjective norms also play a pivotal role in this relationship. Religious communities often create social expectations regarding dietary practices, reinforcing the importance of consuming halal food. Studies have shown that individuals who perceive greater social pressure from their religious community are more likely to conform to halal dietary requirements (Mukhtar & Mohsin Butt, 2012). This social influence can amplify the impact of religion on both attitudes and intentions.

Moreover, the concept of religious identity provides additional insight into the connection between religion and halal food consumption. Religious identity, defined as the extent to which individuals perceive their religion as a core aspect of their self-concept, has been shown to influence food preferences and purchasing behaviors. For individuals with a strong religious identity, consuming halal food is not only a matter of compliance but also a way of expressing and reinforcing their religious beliefs.

While religion is a key driver of attitudes and intentions toward halal food, it is important to acknowledge that the relationship is not consistent across all individuals. Variations in religiosity, knowledge of halal principles, and exposure to alternative dietary practices can moderate this relationship. For instance, Muslims with limited understanding of halal requirements may place less emphasis on strict compliance, while consumers of other religions may develop positive attitudes toward halal food based on perceptions of quality, safety, and ethical production rather than religious considerations (Tieman, 2021).

The impact of religion on attitudes and intentions is further supported by the concept of religious-centrism, which posits that individuals are more likely to engage in behaviors aligned with their religious teachings when these behaviors are perceived as consistent with their moral and ethical values (Essoo & Dibb, 2004). This suggests that halal food businesses can leverage religious values to strengthen consumer intentions, but

they must also consider broader, non-religious factors to appeal to diverse customer segments.

In summary, the theoretical relationship between religion and halal food consumption is multifaceted, encompassing attitudes, subjective norms, and identity. While religion significantly influences Muslim consumers, there is growing evidence that non-religious factors, such as perceptions of quality and ethics, are also shaping attitudes toward halal food. This highlights the need for further research to explore how halal food businesses can balance religious authenticity with universal appeal.

#### *B. Opportunities for Halal Food among Consumers of Other Religions*

Research indicates that while halal food is designed to meet the dietary requirements of Muslim consumers, its appeal extends beyond this demographic. Consumers of other religions often perceive halal food as synonymous with high standards of cleanliness, ethical production, and quality. For instance, studies show that halal certification assures consumers of food safety and ethical practices, such as animal welfare, which resonate with broader consumer values across various cultures and beliefs. This creates an opportunity for halal restaurants to target consumers of other religions by emphasizing these universal attributes (Lim, Lada, Ullah, & Abdul Adis, 2022).

Moreover, consumers of other religions are increasingly interested in trying halal-certified food due to social and cultural interactions, as well as the rising visibility of halal products in mainstream markets. These consumers often associate halal certification with premium quality and transparency, which builds trust and enhances purchase intentions (Billah, Rahman, & Hossain, 2020; Ramli, Abd Razak, & Jaafar, 2023). For example, marketing campaigns that highlight the health benefits and ethical production methods of halal

products have successfully attracted consumers of other religions (Mohd Nawawi et al., 2020).

Furthermore, the Theory of Planned Behavior has been applied to study consumers' attitudes toward halal food among individuals of other religions, showing that social norms and attitudes, shaped by family and peers, significantly influence their intention to consume halal products. This demonstrates the importance of strategic communication and inclusive branding to expand the customer base of halal restaurants beyond Muslim consumers.

By leveraging these insights, halal restaurants can effectively diversify their customer base, transforming their businesses into inclusive spaces that cater to a global and multi-religious clientele.

#### *C. The Relationship between Marketing Strategy, Value Creation Strategy, and Consumer Attitude*

The relationship between marketing strategy, value creation strategy, and consumer attitudes toward purchasing products is a well-explored topic in marketing literature. This connection is grounded in several theoretical frameworks and empirical studies that demonstrate how effective strategies can positively influence consumer behavior.

Marketing strategies that focus on value creation play a pivotal role in shaping customer attitudes. The Cognitive-Affective-Conative (CAC) model explains how marketing strategies influence consumer cognition, which in turn shapes their attitudes and, ultimately, their behavioral intentions. This model helps illustrate how marketing efforts drive purchasing decisions. For instance, the alignment of product quality, pricing, convenience, and promotional efforts with customer needs (a shift from the traditional 4Ps to customer-centric 4Cs) is shown to create stronger consumer engagement and positive attitudes toward products and brands (Yarimoglu & Gunay, 2020).

Moreover, the integration of Value-based Adoption Models (VAM) has shown that consumers' perception of value significantly impacts their purchasing decisions. This model posits that when businesses effectively communicate the value proposition of their offerings—such as through green marketing or quality assurances—they can enhance customer satisfaction and build trust, leading to increased purchasing intentions (Kim & Chung, 2011).

From a strategic perspective, value co-creation, where consumers are actively engaged in shaping the product or service experience, has also proven critical. For example, Jebarajakirthy, Saha, Goyal, & Mani (2021) highlighted that the interaction between companies and customers through shared experiences or feedback mechanisms builds stronger emotional connections, leading to favorable attitudes and higher purchase rates.

In conclusion, understanding the theoretical underpinnings of marketing strategy and value creation's impact on consumer attitudes is essential for businesses aiming to enhance customer relationships and drive sales. This interplay is not only central to traditional marketing frameworks but also pivotal in adapting to modern, customer-centric approaches.

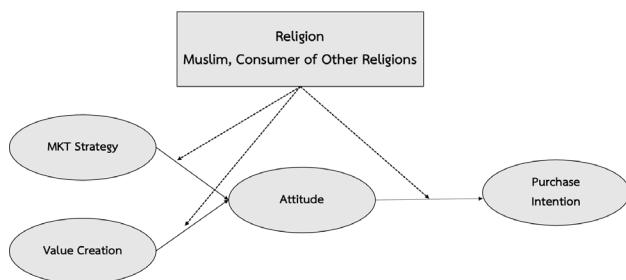


Figure 1: Research framework

In accordance with the previously stated explanation, we put forth a research framework aimed at examining the relationship between marketing strategy, value creation strategy, purchasing attitude, and purchasing intention and It also endeavors to assess the comparative

differences in these relationships between Muslim consumers and consumers of other religions, as illustrated in Figure 1.

## V. RESEARCH METHODOLOGY

The data utilized in this study were collected through a structured questionnaire, with a total of 400 responses obtained from consumers of halal food in Thailand, in line with the sample size recommendations outlined by Hair, Black, Babin, and Anderson (2019). The participants were selected using a purposive sampling technique, targeting individuals who had experience consuming halal food in Thailand. The survey was designed to capture multiple dimensions related to service marketing strategy, value creation, consumer attitude, and purchasing intentions, with questions formulated to reflect each specific construct.

The questions addressing service marketing strategy were based on the 7P framework, which encompasses product, price, place, promotion, people, process, and physical evidence. In terms of value creation strategy, the questionnaire included inquiries into value creation for the restaurant, innovation in food design, creativity, and halal food research and development (R&D). To measure consumer attitude, the survey focused on two key dimensions: perception and feeling, while questions on intention targeted both purchase intent and the likelihood of recommending halal food to others.

This study shows that religious beliefs, trust in halal certification, and perceived quality strongly influence consumers' intentions to buy halal-certified foods. Consumers with strong religious values and confidence in certification are more likely to prefer and repurchase halal products (Jannat & Islam, 2019), which evaluates both internal dimensions (personal commitment) and external dimensions (social and cultural influences). This approach is suitable for analyzing consumer behavior across different religious backgrounds in the context of

halal food. For Muslims, the measurement focuses on adherence to Islamic halal food principles, whereas for consumers of other religions, it assesses perceptions of ethical values, health benefits, and the quality of halal food."

The content validity of the questionnaire was assessed using the Index of Item-Objective Congruence (IOC) method, as recommended by Lawshe (1975). Three subject matter experts reviewed the questionnaire, evaluating the relevance of each item to the research objectives. Items were rated as related, unsure, or unrelated, using scores of 1, 0, and -1, respectively. Items that received an average score below 0.5 were reviewed and revised to ensure alignment with the study's objectives. This approach is consistent with best practices in scale development (Lynn, 1986).

After content validation, the reliability of the questionnaire was assessed by conducting a pilot test with 30 respondents. The internal consistency of the instrument was evaluated using Cronbach's Alpha, with a threshold of 0.7 established to ensure reliability, as suggested by Nunnally and Bernstein (1994). The results are shown in Table 1. Following confirmation of content validity and reliability, the final version of the questionnaire was distributed to 400 halal food consumers in Thailand.

Table 1: Questionnaire reliability result

Section	Cronbach's alpha
Marketing strategy	0.945
Value creation	0.967
Attitude	0.771
Intention	0.865

The collected data were then analyzed using Structural Equation Modeling (SEM), a robust statistical technique that allows for the examination of both direct and indirect relationships among variables, as well as the total impact of one variable on another. SEM was chosen for its ability to assess complex

interrelationships between the study's constructs and to provide insights into the direct and mediated effects of service marketing strategy and value creation on consumer attitudes and intentions (Hair et al., 2019).

These methodological approaches align with established standards in marketing research and are designed to ensure the robustness and validity of the findings.

## VI. RESULTS AND DISCUSSION

A total of 400 valid questionnaires were collected from halal food consumers, with 62.25% (229 respondents) identifying as Muslims and 37.75% (151 respondents) identifying as individuals from other religious backgrounds. Notably, 88.8% of respondents were aware that certain Thai foods can be classified as halal, while the remainder held the perception that Thai food and halal food are incompatible.

The data were analyzed using Structural Equation Modeling (SEM) in the AMOS software program. The proposed model, depicted in Figure 2, was assessed for model fit using multiple criteria: Chi-square per degree of freedom, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Root Mean Square Residual (RMR). The model met all these fit criteria, demonstrating that it adequately represents the empirical data and is suitable for examining the relationships between the various factors under study, (as shown in the figure 2) The results of the model comparison analysis to study the influence between Muslim consumers and consumers of other religions

The researcher compared the differences between Muslim consumers and consumers of other religions with the following steps:

### A. Analysis of Model Fit with Empirical Data

The researcher analyzed the basic model without constraining any relationships between variables and

found that the model fit well with the empirical data. The results showed a p-value of 0.061, Chi-square/df = 2.805, GFI = 0.993, AGFI = 0.965, and RMSEA = 0.067. It is noted that the RMSEA value is slightly higher than 0.05, which is due to the data comprising samples from different religious groups (as shown in the figure 2)

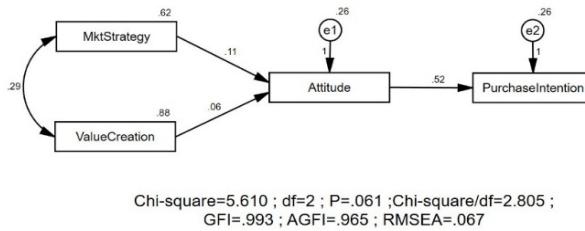


Figure 2: Structural Equation Model

The fit indices of the model were evaluated using several key statistical criteria, which are essential for determining the adequacy of the model. The  $\chi^2/df$  ratio, which should be less than 3, was found to be 2.805, aligning with the benchmark set by Bollen (1989). This indicates a satisfactory fit of the model to the data. Furthermore, the **Goodness of Fit Index (GFI)**, which should exceed 0.90, yielded a value of the model to the data. Furthermore, the Goodness of Fit Index (GFI), which should exceed 0.90, yielded a value of 0.993, as recommended by Browne and Cudeck (1992), demonstrating a strong fit. Similarly, the **Adjusted Goodness of Fit Index (AGFI)**, with a threshold of 0.90, was 0.965, meeting the criteria set by Baumgartner and Homburg (1996). Lastly, the **Root Mean Square Error of Approximation (RMSEA)**, which should be less than 0.05, produced a value of 0.067, indicating a good approximation of the model, as per Arbuckle (1995). These results collectively confirm that the model fits the data well and meets the established criteria for model adequacy in statistical modeling (as shown in the table 2).

Table 2: Fit Index of the Model

Index	Criteria	Result	Reference
$\chi^2/df$	<3	2.805	Bollen (1989)
GFI	$\geq 0.90$	0.993	Browne & Cudeck (1992)
AGFI	$\geq 0.90$	0.965	Baumgartner and Homburg (1996)
RMSEA	$<0.05$	0.067	Arbuckle (1995)

The analysis results, presented in Table 3, revealed several key findings. As hypothesized, religion exhibited a significant relationship with all the variables in the study. However, beyond the expected significance, a noteworthy observation emerged: there appears to be potential for halal restaurants to expand their customer base beyond Muslim consumers.

Table 3: SEM analysis result

Dependent variable	Effect	Independent variables			
		R	P	V	A
P	DE	0.235*			
	IE	-			
	TE	0.235*			
V		R <sup>2</sup>	0.055		
	DE	0.330*			
	IE	-			
A	TE	0.330*			
		R <sup>2</sup>	0.109		
	DE	0.369*	0.433*	0.102*	
I	IE	0.135*	--	--	
	TE	0.504*	0.433*	0.102*	
		R <sup>2</sup>	0.441		
	DE	0.562*	-	-	0.383*
	IE	0.193*	0.166*	0.039*	-
	TE	0.755*	0.166*	0.039*	0.383*
		R <sup>2</sup>	0.680		

Note: P = Marketing strategy, V = Value creation strategy, A = Attitude, I = Intention

The relationship between religion and attitude toward halal food was found to have a total effect coefficient of 0.504. This indicates that, while Muslim customers tend to have a more positive attitude toward halal food,

consumers' attitudes toward halal food among individuals of other religions are only 10% lower (0.504 out of a 5-point scale). This relatively small gap in attitudes strongly suggests that consumers of other religions also exhibit favorable attitudes toward halal food, highlighting an opportunity for halal restaurants to target this segment.

Further analysis of direct and indirect effects revealed that the direct effect of religion on attitude was 0.369, while the marketing strategy had a coefficient of 0.433 and value creation a coefficient of 0.102. This suggests that a well-executed marketing strategy has a more substantial impact on consumer attitudes than religious affiliation alone. In fact, both marketing and value creation strategies enable halal restaurants to attract consumers of other religions, reinforcing the notion that these strategies can effectively broaden their consumer base.

When considering the impact of religion on consumers' intention to purchase halal food or recommend halal restaurants, the total effect coefficient of religion was 0.755. However, the direct effect of religion on purchasing intention was 0.562, while the effect of attitude on intention was 0.383. This indicates that marketing and value creation strategies can significantly influence customer intentions to engage with halal food, irrespective of whether they belong to the Muslim or non-Muslim population. These findings validate the premise that halal restaurants can indeed expand their market to include consumers of other religions, with tailored marketing and value strategies playing a central role in shaping consumer intentions.

#### B. Testing the Differences between the Muslim Consumer Model and Consumers of Other Religions

The researcher conducted an initial analysis comparing the Muslim consumer model and consumers of other religions. Upon examining the influence paths, it was found that the influence paths in the Muslim consumer model (upper figure) and the model for consumers of

other religions (lower figure) were different. Both models still showed good fit with the empirical data. Additionally, the RMSEA value decreased to 0.027, indicating that the data within each group is consistent internally (as shown in the figure 3)

Based on the preliminary data indicating that the influence paths between the Muslim consumer model and the model for consumers of other religions differ, the researcher tested whether these differences were statistically significant. This was done by constraining the influence paths in three different models: Model 1, which constrained the structural weights; Model 2, which constrained both the structural weights and structural covariance's; and Model 3, which constrained the structural weights, structural covariance, and structural residuals (as shown in the figure 4).

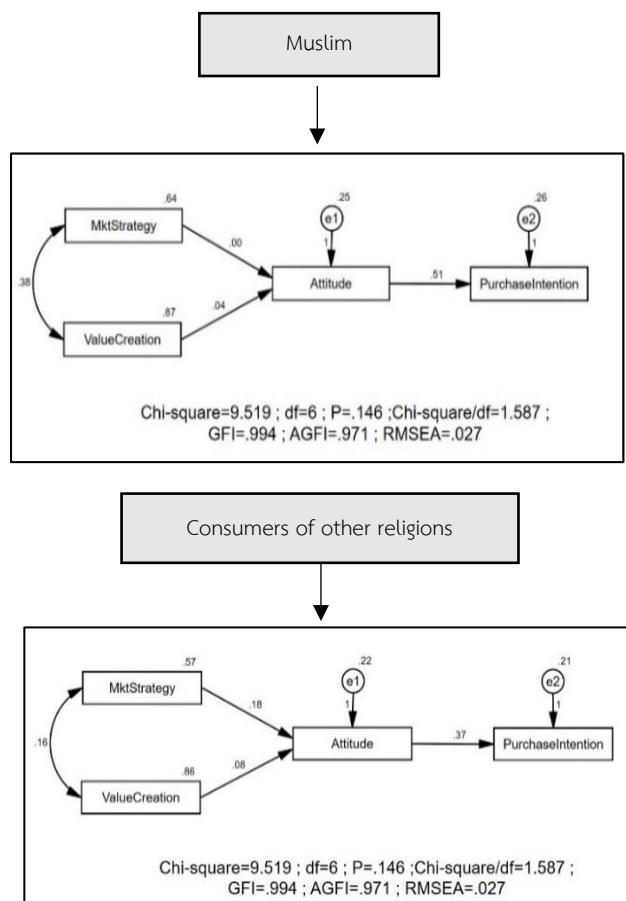


Figure 3: Configural Invariance Model

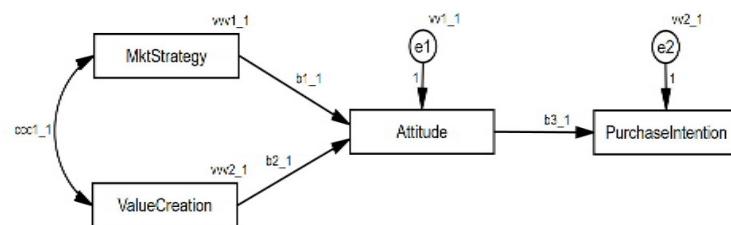
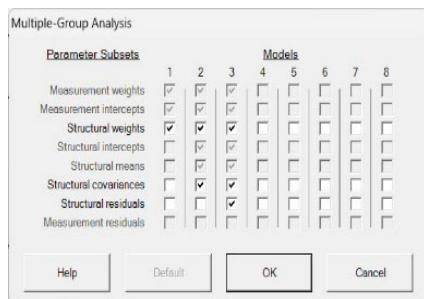


Figure 4: Structural Invariance Model

When comparing the model without constraints to the models with constraints on the relationships in three different forms, it was found that the models with constrained structural weights (Model 1), structural covariances (Model 2), and structural residuals (Model 3) had a p-value of  $< 0.05$ . This indicates that the data from the constrained models significantly differ from the model without constraints, as shown in the table at 4).

Table 4: Structural Invariance Results

Model	NPAR	CMIN	DF	P	CMIN/DF
0: Unconstrained	16	3.911	4	.418	.978
1: Structural weights	13	15.878	7	.026	2.268
2: Structural covariances	10	26.235	10	.003	2.623
3: Structural residuals	8	29.807	12	.003	2.484

The researcher conducted an analysis to compare the differences in the influence paths between variables in the Muslim consumer model and the model for consumers of other religions. This was done by comparing the model without constraints to the model with constraints on the structural weights ( $b1_1 = b1_2$ ,  $b2_1 = b2_2$ ,  $b3_1 = b3_2$ ), as these are the influence values directly related to the studied variables. It was found that the model showed a significant difference with a p-value of 0.007. Therefore, it can be concluded that the Muslim consumer model significantly differs

from the model of consumers of other religions, as shown in the table at 5).

Table 5: Multi-group SEM: Structural Weights Test

Model Comparison	DF	CMIN	P
Structural Weights Constrained Model	3	11.967	0.007

#### C. Comparison of Influence Values in the Muslim Consumer Model and Consumers of Other Religions

Based on the analysis of the differences between the Muslim consumer model and the model for consumers of other religions, which revealed significant differences, the researcher then analyzed each model separately. When analyzing the Muslim consumer model (as shown in the figure 6), it was found that **attitude** had a positive influence on the intention to purchase halal food in restaurants. However, **marketing strategy** and **value creation** had no influence on attitude (as shown in the table 6).

This can be explained by the fact that the intention to purchase halal food in restaurants stems from the existing attitudes of Muslim consumers, which are rooted in their religious beliefs, and not influenced by marketing strategies or value creation. This indicates that Muslim consumers' attitudes are shaped by their faith-based principles rather than external marketing efforts or value creation activities.

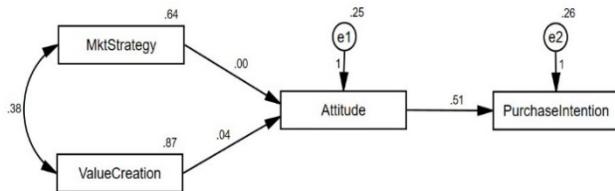


Figure 5: Structural Weights Constrained Model

Table 6: Standardized Path Coefficients – Muslim

Standardized Regression Weights	Estimate	P	Label
Attitude <--- MktStrategy	.003	.973	b1_1
Attitude <--- ValueCreation	.042	.346	b2_1
PurchaseIntention <--- Attitude	.510	***	b3_1

From the analysis of the model for consumers of other religions (as shown in the figure 7), it was found that marketing strategy and value creation had a positive influence on attitude, and attitude had a positive influence on the intention to purchase halal food in restaurants, as shown in the table 7

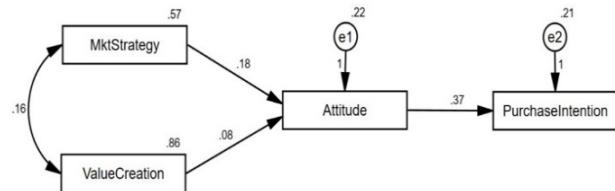


Figure 7: Unconstrained Model (Multi-group SEM)

Table 7: Standardized Path Coefficients – Other religions

Standardized Regression Weights	Estimate	P	Label
Attitude <--- MktStrategy	0.180	***	b1_2
Attitude <--- ValueCreation	0.082	.027	b2_2
PurchaseIntention <--- Attitude	0.374	***	b3_2

Summary of the Comparison between Muslim Consumers and Consumers of Other Religions. From the results of the Multiple Group Analysis, it can be concluded that marketing strategy and value creation can create a positive attitude among consumers of other religions, leading to the intention to purchase halal food in restaurants. However, marketing strategy

and value creation did not create a positive attitude among Muslim consumers. This is because Muslim consumers are already influenced by their adherence to religious principles. Therefore, the intention to purchase halal food in restaurants is not necessarily influenced by marketing strategies or value creation.

## VII. CONCLUSION

This study contributes to the expanding body of research on the halal food market by exploring the potential for halal restaurants to expand their customer base beyond the Muslim community. While halal food is traditionally associated with Muslim consumers, the findings of this research suggest that there is a significant opportunity for halal restaurants to attract consumers of other religions as well. The finding shows that marketing strategies and value creation have a significant impact on customer attitudes and purchasing intentions. In addition, the results demonstrate that although Muslims exhibit a slightly stronger attitude toward halal food, the gap is minimal, indicating that consumers of other religions also have a favorable attitude toward halal offerings. This presents a promising avenue for halal restaurants to diversify their clientele and expand their market reach.

Crucially, the findings underscore the importance of a well-executed marketing strategy in realizing this potential. The research reveals that marketing strategies and value creation play a more substantial role in shaping consumer attitudes than religious affiliation alone. This suggests that halal restaurants can benefit from developing comprehensive marketing strategies that emphasize the value of halal food to a broader audience, including consumers of other religions.

As the global halal food market continues to grow, particularly with the expansion of the Muslim population worldwide (Consultancy.asia, 2023), it becomes increasingly important for halal restaurants to adapt to evolving

consumer preferences. This study supports the notion that with the right marketing approach, halal restaurants can position themselves not only as providers of food for Muslims but also as inclusive dining options for individuals from diverse cultural and religious backgrounds.

In conclusion, the research emphasizes that halal restaurants have significant room for growth beyond their traditional market. By leveraging effective marketing strategies and focusing on value creation, halal restaurants can appeal to a wider customer base, thus enhancing their business potential in an increasingly diverse and competitive food industry. This is an essential consideration for restaurant operators looking to expand and thrive in the global marketplace.

### VIII. RESEARCH SUGGESTION

1. Exploring Generational Differences: Future research could examine how different generations of Muslims perceive and consume halal food, considering the influence of modern technology, globalization, and changing social norms.

2. Impact of Convenience and Ready-to-Eat Halal Foods: Investigating the growing demand for convenience foods, particularly ready-to-eat halal meals, and understanding how these shifts affect traditional food preparation methods in Muslim communities.

3. Halal Food Marketing and Consumer Behavior: Further studies could explore how halal food businesses adapt their marketing strategies to appeal to younger, tech-savvy Muslim consumers who prioritize convenience, taste, and ethical considerations.

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