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# Sharing Economy: Effect of Shared Kitchen Service Quality on Experiential Value, Relational Commitment and Long-Term Orientation

Sung-Hoon LEE<sup>1</sup>, Young-Wee HAN<sup>2</sup>

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## Abstract

**Purpose:** As the shared kitchen sector evolves into a new trend in the restaurant industry, not only operational support but also the physical environment for services is ranked as an important success factors. Therefore, the purpose of this thesis is to study the effect of shared kitchen service quality on experiential value, relational commitment, and long-term orientation. **Research design, data, and methodology:** In this study, a questionnaire was used to verify the structural relationship between shared kitchen service quality, experiential value, relational commitment, and long-term orientation for tenant companies in shared kitchen companies. The data were analyzed by using Partial Least Square-Structural Equation Modeling (PLS-SEM). **Result:** Facilities and support for the service quality of the shared kitchen had a positive (+) effect on the experiential value, and the environment did not. In addition, experiential value showed a significant positive (+) effect on relationship commitment and long-term orientation, and relationship commitment showed a significant positive (+) effect on long-term orientation. **Conclusions:** It was confirmed that the support quality among service quality affects the relationship formation. Thus, attention should be paid to activities to support stable business activities from the perspective of B2B services.

**Keywords :** Shared Kitchen, Food Distribution, Service Quality, Experiential Value, Relationship Commitment

**JEL Classification Code :** C30, C83, D91, L83

## 1. Introduction

Rifkin (2001) said, "The era of ownership is over." It is saying that the economic concept of modern society has been changing from owning to using. It means the current market economy has changed from the paradigm of private ownership and stakeholders (company, consumer, organization, society, etc.) should fulfill their social responsibilities and aim for the happy growth of everyone.

In this context, the importance of Sharing Economy is growing. A new business model based on the Sharing Economy is and specifically, it is growing rapidly as it is

subdivided into accommodation sharing, vehicle sharing, shared office, and shared kitchen (Cohen & Kietzmann, 2014; Lessig, 2008).

In particular, the Sharing Economy is changing from traditional marketing concept to reformative direction including social values. It has a significant impact on management activities such as entrepreneurship, innovation, technology, and HR activity (Muñoz & Cohen, 2017), and is causing significant changes in the manufacturing and service market structure (Miller, 2016).

It can be said that Sharing Economy is an extended system in the process of transition that the principle of

1 First Author. Assistant professor, Graduate School of Business, Sejong University, Korea. Email: [fchub@sejong.ac.kr](mailto:fchub@sejong.ac.kr)

2 Corresponding Author. Ph. D, Graduate School of Business, Sejong University, Korea. Email: [hanyw@outlook.kr](mailto:hanyw@outlook.kr)

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economic activities from the existing ownership-oriented mass production and mass consumption method to the sharing-oriented cooperative consumption method after the industrial revolution (Choi & Lee, 2013). Recently, Shared Kitchen has been evolving into a representative business model for the Sharing Economy (Miller, 2016).

Meanwhile, the restaurant industry which is hit hardest by the COVID-19 pandemic is seeking ways to maximize efficiency to generate profits (Kulshreshtha & Sharma, 2022). In a representative manner restaurant companies are developing delivery system using online apps which the demand became high according to the COVID-19 pandemic (Debrabandere, Farabaugh, & Giordano, 2021). It is a trend that the number of customers visiting stores is decreasing and the number of delivery app users is increasing due to this change in the dining culture (Choudhary, 2019; Kulshreshtha & Sharma, 2022). Shared Kitchen is becoming a new remarkable field in the restaurant industry in this background.

Shared kitchen is a service that rents a space equipped with kitchen facilities to restaurant companies in the rapidly changing restaurant/distribution industry, and has recently grown rapidly. Shared kitchen is being chosen as a good alternative in an environment such as excessive competition in the restaurant market, high closure rates, economic depression, and expensive rent/interior fee, etc. In particular, changes in the dining culture, the rapid increase in the size of delivery service apps and the transition according to the non-face-to-face consumption culture due to Covid-19 are causing the expansion of shared kitchens (Lee, 2020).

However, it is very insufficient situation on research on Shared Kitchen, and no discussion has been made on the continuous relationship from the B2B perspective (e.g., food distribution).

Therefore, this study believes that as Shared Kitchen develops into a new trend in the restaurant industry and the important success factors are not only physical environment support in terms of service characteristics but also operational support and aims to study the effect of Shared Kitchen service quality on experiential value, relational commitment and long-term orientation.

It aims to provide theoretical and practical implications for not only shared kitchen companies but also tenant companies to achieve results by presenting improvement points and alternatives about the systematic quality of Shared Kitchen through this.

## 2. Literature Review

### 2.1. Sharing Economy and Shared Kitchen

Sharing Economy is an economic principle of the

collaborative consumption concept in which many people share products once produced (Belk, 2014).

Unlike the traditional marketing system, which has a clear role in company, consumer, and distribution, the sharing economy system is ambiguous in the areas of producers and consumers, and the relationship between all factors is complementary and unclear (Eckhardt et al., 2019).

These characteristics of Sharing Economy make it difficult to manage performance from a consumption perspective due to "community", "sustainability", and "ambiguity". Therefore, the consumption model in the Sharing Economy, like the traditional consumption model, should be based on practical (economic) motives (Belk, 2014; Binninger et al., 2015; Eckhardt & Bardhi, 2016; Eckhardt et al., 2019)

Shared Kitchen is a system that reduces the operating burden of start-up costs, rental fee, and fixed costs by renting out spaces equipped with kitchen facilities to delivery specialized restaurant companies. Shared Kitchen refers to providing rental services based on sharing kitchen space to packaging delivery specialized restaurant companies that cannot afford or do not have to own a kitchen from the sharing economy perspective (Lee, 2020).

Shared Kitchen is variously defined such as 'Dark Kitchen', 'Cloud Kitchen', 'Ghost Kitchen', 'Satellite Kitchen', etc. and is leading the growth of 'virtual kitchen', 'Commissary Kitchen'.

In the frame of Sharing Economy, sharing behavior and social relationships among members play a key role (Benkler, 2004; Lessig, 2008), three elements of community theory: region & space, social interaction, and common culture & the factor of norms can be applicable (Nelson, 1984).

This means that the community model, which was not considered to be much related to consumption, has been applied to the Sharing Economy and is being developed in various fields (Bardhi & Eckhardt, 2012; Botsman & Rogers, 2010).

In other words, Sharing Economy can provide a new consumption system that positively affects market sustainability from the perspective of cooperative consumption and community theory (Benkler, 2004; Lessig, 2008; Lovelock & Gummesson, 2004; Wu & Zhi, 2016).

Meanwhile, tangible space design and facility convenience are important factors when we view Shared Kitchen as a business type which a building or space are shared with each other by various companies. However, it can inevitably be only limited in increasing the innovation and efficiency of Shared Kitchen if it simply stays at the level of dividing and renting space.

**Table 1:** Summary of Previous Study: Sharing Economy and Shared Kitchen

Authors (Year)	Category	Method	Summary of study
Lee (2020)	Shared kitchen	SEM	This study examined the effect of service quality of shared kitchen on satisfaction.
Jang & Jeong (2018)	Shared kitchen	Case study	This study investigated the types and Characteristics of the Korean shared kitchens.
Lim, Byeon, Wang, Choi, & Do (2021)	Shared kitchen	Case study	This study compared and analyzed the operation patterns of shared kitchens in Korea and China.
Belk (2014)	Sharing economy	Conceptual study	This study compared sharing and collaborative consumption in online contexts.
Eckhardt, Houston, Jiang, Lamberton, Rindfleisch, & Zervas (2019)	Sharing economy	Conceptual study	This study defined the sharing economy as a technologically enabled socioeconomic system with five key characteristics.

The value of Shared Kitchen will be increased as well if it moves away from the concept of rental income and raises the system level of Shared Kitchen even though there is still a lack of theoretical establishment for Shared Kitchen and the characteristic of Shared Kitchen is different.

Therefore, if a clear standard for the service quality of Shared Kitchen is presented, it will contribute to the growth of Shared Kitchen and the improvement of the efficiency and productivity of the tenant companies.

## 2.2. Service Quality

Service quality refers to a disconfirmation between perceived quality and expectations when a customer uses a service provided by a company, and is defined as an overall evaluation of the company (Cronin Jr & Taylor, 1992; Lovelock & Patterson, 2015; Zeithaml et al., 1988). The expectation of service quality means "needs" and "wants" of the customer. In other words, service quality is a marketing mix that a company provides to customers. Companies should pay attention to how much service quality meets customer needs and wants based on customers' previous consumption experience (Lewis, 1993).

Service quality has been studied a lot in traditional service industries such as restaurants and hotels, and as a result of the study, it was said that it had a positive effect on the brand image and customer satisfaction of companies (Booms & Bitner, 1982; Zhong & Moon, 2020).

Recently, many service quality studies are also being conducted from the perspective of B2B.

At this time, it is said that the broad meant concept of customer solution, including the concept of clients and customers, should be applied, and specifically, it is necessary to provide high-quality products, services, and support activities to B2B clients and the process of helping them engage in smooth management activities (Kim et al., 2018).

Service quality, including the tangibility of Shared Kitchen, is a very important factor since shared kitchen is in which one space is physically shared by various companies each other. Recently, Shared Kitchen's services not only

share space, but also provide various tangible and intangible services, eliciting satisfaction from companies. In other words, efforts are being made to improve service quality in an effort to elicit satisfaction from the tenant companies.

There is a need to clarify the service process of Shared Kitchen by comprehensively analyzing, from a service quality perspective, the service of shared kitchen regarding the recently growing Shared Kitchen (Dwyer et al., 1987; Ganesan, 1994).

Thus, this study examined the service quality of Shared Kitchen by dividing it into three dimensions: facilities, environment, and support based on the previous research.

## 2.3. Experiential Value

Customers do not always act rationally and reasonably when deciding on consumption. Sometimes it is subjectively determined by the emotional part even if there is a loss in terms of objective cost. For example, symbolic goods such as luxury goods will not be consumed if humans always consume rationally and reasonably. Holbrook and Hirschman (1982) approached the reason why customers' irrational consumption behavior appears from an empirical perspective.

Holbrook and Hirschman (1982) approached regarding the reason why customers' irrational consumption behavior appears from an empirical perspective. In other words, it is seen that consumers evaluate the value of goods and services based on subjective perception rather than the objective attributes in front of them (Zeithaml et al., 1988).

Experiential value means that the purpose of consumption becomes experience itself rather than ownership, and that the emotions or senses experienced during the process of using goods and services become the dominant utility (Holbrook & Hirschman, 1982).

According to Holbrook (1994), experiential values can be divided into extrinsic values and intrinsic values.

He said extrinsic values refer to external values such as goods obtained through exchange in terms of the practical aspect of consumption experiences and intrinsic values refer to internal values such as pleasure and fun according to

consumption. The experiential value of consumers can be seen as including both a functional value and a hedonic value since the customer makes consumption decisions to achieve or benefit from the objectives associated with consumption value (Mathwick et al., 2001; Wu & Liang, 2009).

Experiential values have been defined, classified, and studied in various fields of social science such as psychology, sociology, and anthropology according to their importance (Chang & Dibb, 2012) and to sum up, the experiential value can be defined as the intrinsic, extrinsic benefits perceived through experience by consumer and the exchange value accordingly (Choi & Lee, 2011).

It is necessary for companies to need forming positive feelings about their products and services by increasing their awareness of the experiential value since the experiential value perceived by customers is correlated with positive variables such as attitude, loyalty, and trust (Chaudhuri & Holbrook, 2001).

#### **2.4. Relational Commitment**

From the perspective of relationship marketing, relational commitment means an explicit or implied commitment to the continuation of the relationship between the exchange parties (Dwyer et al., 1987). Relational commitment can be seen as such that one transaction party believes that the other transaction party is important enough to justify the maximum effort to maintain a continuous relationship (Morgan & Hunt, 1994).

Previous studies on relational commitment focus on maintaining relationships continuously (Oh et al., 2003). This is because even customers who are satisfied with existing transactions can terminate the relationship and convert the transaction to a new company at any time if the conditions of other companies are more attractive. Relation termination happens more easily in situations where there are a number of competitors of similar levels involved and there is difficult to differentiate between service delivery and price (Morgan & Hunt, 1994).

Shared Kitchen is a growing industry that has not been introduced in Korea for a long time, however it may not be easy to differentiate its composition and content if the market reaches saturation in the future. Therefore, it is necessary to identify in advance the needs and preference factors of customers that are expected to affect the relational commitment so that the relationship with the existing customers can be maintained constantly and make an effort to strengthen the relational commitment.

#### **2.5. Long-Term Orientation**

Long-term orientation means that performance is perceived to be interdependent in the expectation that not

only supplier performance but also the common performance of trading entities will benefit the company in the long time.

While both parties of the transaction insist on their own activities from a long-term perspective, it is a transaction relationship in which there exists a "partnership thinking" that it is possible that one's success can be determined by others. It should be remarkable here that long-term orientation does not simply mean long-term transaction possibilities, but the desire and expectation to maintain a long-term relationship with the other party are premised. At this time, the counterpart who wants to maintain a long-term relationship is a specific counterpart, not multiple counterparts, and it means the only willingness to continuously trade with the counterpart (Ganesan, 1994).

Long-term orientation can be seen as a broader concept that encompasses repetitive transaction intention and loyalty because it tries to unite with each other by all means to maintain a long-term relationship from both sides beyond simply hoping for a long-term transaction (Bearden et al., 2006).

### **3. Research Design**

#### **3.1. Research Model**

This study established and analyzed a structural relationship to confirm how the service quality of Shared Kitchen affects experiential value, relationship commitment, and long-term orientation.

#### **3.2. Hypotheses**

##### **3.2.1. Service Quality and Experiential Value**

Service quality is a comprehensive assessment of the tangible and intangible environment that customers receive and is very important factor in measuring the experiential value perceived by customers (Wu, Cheng, & Ai, 2017; Wu et al., 2018). The experiential value measured by service quality in this way can lead to favorable consumption behavior of customers (Hong et al., 2020).

There are many studies which have been conducted on relationship that affects experiential value as service quality evaluation in the field of food service (Chang et al., 2020). Specifically, many studies have been conducted on the relationship between the physical environment and experiential value from the perspective of the service-scape on service quality and experiential value. According to Wu and Liang (2009), among the service contact point experienced by customers, the physical environment had a significant influence on the perceived customer's experiential value.

The services experienced by customers have a positive effect on experiential value in various dimensions of tangible and intangible including the physical environment (Wu et al., 2018; Yuan et al., 2008; Zeithaml et al., 1988).

In this context, it is expected that the experiential value will be increased if the tenant companies in the Shared Kitchen evaluate high the perceiving service quality while using the Shared Kitchen.

Therefore, this study classified the service quality of the shared kitchen store company as facilities, environment, and support, and predicted that it would have a positive effect on the experiential value, and established the following hypothesis.

- H1:** Facilities will have a positive effect on Experiential Value.
- H2:** Environment will have a positive effect on Experiential Value.
- H3:** Support will have a positive effect on Experiential Value.

### 3.2.2. Experiential Value, Relational Commitment, and Long-Term Orientation

Customers trust what the company provides and respond positively when customers experience value through activities that experience products and services.

Forming a favorable attitude toward experiential values can make it easier to unite a mutual relationship. According to Wu and Li (2017) and Wu et al. (2018), perception of experiential value is closely related to the interaction between direct experience and evaluation of generated emotions. These interactions help to recognize experiential values, and experiential values affect to decide the level of commitment with the object in the relationship.

Jin and Kim (2014) found that experiential value is an important preceding condition for relationship commitment as a result of a study on the effect of restaurant experiential value on relationship commitment.

In the same context, a high level of positive feelings for Shared Kitchen will be formed if Shared Kitchen stores perceive highly experiential value while using Shared Kitchen. As a result, it can be expected that expectations and support for companies will increase and the willingness to maintain the relationship will increase as they become immersed in the relationship.

Therefore, this study predicted that the experiential value of the shared kitchen tenant companies would have a positive effect on relationship commitment and established the following hypothesis.

- H4:** Experiential Value will have a positive effect on Relational Commitment.

Since long-term orientation focuses on achieving future goals and is interested in future performance as well as present, it includes variables of broad concepts such as re-transaction intention, continuous transaction intention, word of mouth, and recommendation intention (Bearden et al., 2006). In this study, previous studies that revealed that experiential value affects many variables constituting long-term orientation were examined. Keng et al. (2007) that the experiential value of customer experience has a significant effect on behavioral intention, and it effects on word of mouth, recommendation, and revisit intention. Kim et al. (2019) found that playfulness (perception of pleasure by experience) and benefits (perception of benefits by experience) constituting experiential value have a positive (+) effect on long-term orientation consisting of continuous use intention, recommendation intention, and long-term use intention.

Based on the preceding studies above, this study also predicted that the experiential value of shared kitchen store companies would have a positive effect on long-term orientation, and the following hypothesis was established.

- H5:** Experiential Value will have a positive effect on Long-Term Orientation.

### 3.2.3. Relational Commitment and Long-Term Orientation

Relationship commitment is considered the most common variable in relationship marketing research and is considered an important variable that can distinguish relationship continuation and departure, and is a key element to form a successful long-term relationship (Jin & Kim, 2014).

commitment involves the intention to make short-term sacrifices to realize long-term benefits and increases conviction in the safety of the relationship. In other words, relationship commitment is closely related to long-term orientation and is a key factor for a successful long-term relationship. Relationship commitment is an important factor in reducing the dissolution intention and the defection intention and at the same time, it is a factor in increasing the relationship continue intention (Antón et al., 2007; Halinen & Tähtinen, 2002; Wu et al., 2017).

In this study, as in previous studies, expecting that the relationship commitment between shared kitchen companies and store companies would have a positive effect on long-term orientation and the following hypothesis was established

- H6:** Relational Commitment will have a positive effect on Long-Term Orientation.

### 3.3. Measurement of Variables

In this study, all measurement items except demographics and technical statistics are Likert 5-point scale (1 point = Strongly disagree ~ 5 points = Strongly agree). The measurement questions used in this study were modified and used in line with this study in accordance with the measurement questions which proved validity in precedent research.

#### 3.3.1. Service Quality

Service quality is defined as the perceived quality and overall evaluation of the company when the customer uses the services provided by the company (Lovell & Patterson, 2015; Zeithaml et al., 1988). Therefore, this study defined the service quality of Shared Kitchen as a comprehensive evaluation of the services provided to tenant companies in shared kitchen and conducted a study.

The service quality measurement questions were measured in 5 facility questions, 4 environment questions, and 5 support questions by modifying them according to this study based on the studies of Parasuraman et al. (1991) and Lee (2020).

#### 3.3.2. Experiential Value

Mathwick et al. (2001) defined experiential value as a perceived relative preference by consumers for product attributes and service performance within the consumption environment as a benefit perceived by consumers through product or service experience. Therefore, this study defined the experiential value of the shared kitchen as the perceived preference through the store operation and shared service experience of tenant companies in the shared kitchen and conducted the study. The measurement questions of experiential value were modified to fit the environment of this study based on the studies of Jones et al. (2006) and Jin and Kim (2014), and measured into three questions.

#### 3.3.3. Relational Commitment

Relationship commitment is defined as the degree of belief for maintaining continuous relationship between the trading parties (Dwyer et al., 1987; Morgan & Hunt, 1994). Therefore, this study defined the relationship commitment of Shared Kitchen as the degree which tenant companies in the shared kitchen believe shared kitchen and maintain the relationship. The measurement questions of relationship commitment were modified to suit the environment of this study based on the studies of Morgan and Hunt (1994) and Cho (2005) measured as 4 questions.

## 4. Research Method

### 4.1. Data Collection and Analysis Method

In order to verify the research model of this study, a survey was conducted on tenant companies that actually entered domestic shared kitchen companies and operated stores. There are not many studies on Shared Kitchen which have been conducted yet, and studies on tenant companies in shared kitchen are very insignificant.

Therefore, in this study, in order to increase the contents validity of the survey, a preliminary interview was conducted to executives of shared kitchen based on the extracted contents about characteristics of the service environment of Shared Kitchen.

The measurement questions were revised based on the results of the pre-interview, and a pre-survey was conducted on 30 graduate students majoring in restaurant franchise management to increase the validity of the revised questions. A total of 210 copies of the final questionnaire organized through a preliminary survey were collected from tenant companies in Shared Kitchen, and 188 copies of the data, excluding 22 copies of unfaithful data, were used for analysis.

### 4.2. Profile of Respondents

The characteristics of the sample (n=188) used in this study are as follows. First, the gender was 55.3% (n=104) for men and 44.7% (n=84) for women. The age was distributed as 23.9% (n=45) in 20s, 31.9% (n=60) in 30s, 28.7% (n=54) in 40s, 13.8% (n=26) in 50s, 1.6% (n=78) in 60s and older, and 41.5% (n=78) with start-up experience, 56.4% (n=106) with no start-up experience, 2.1% (n=4) with etc. were measured.

### 4.3. Hypotheses Testing

#### 4.3.1. Assessment of Structural Model

The unidimensional of all research units of the constructed model verified in this study were analyzed with SmartPLS 4.0 (Hair Jr et al., 2021; Hult et al., 2018).

In this study, among the unidimensionality tests of research units, internal consistency and convergence validity are confirmed by Confirmatory Factor Analysis, Cronbach's  $\alpha$ , Composite Reliability (CR), and Average Variance Extracted (AVE) were analyzed. The confirmatory factor analysis values of the five research units were .726 to .917, which was confirmed to be higher than the recommended standard for confirmatory factor analysis, .7, with the reliability of .801 ~ .883 and conceptual reliability from .883 ~ .919. It was confirmed to be more than .7, which is the recommended standard for reliability. In addition, the

AVE values of all study units were measured from .762 to .790, which was confirmed to be above the recommended standard for AVE values of .5. Therefore, both internal consistency and convergent validity of this study were tested (See Appendix 1).

Discriminant validity was tested by Fornell-Larcker correlation analysis and HTMT (Heterotrait-Monotrait Ratio) analysis of the heterogeneity-homogeneity characteristic ratio. First, as a result of the Fornell-Larcker correlation analysis, it was found that the correlation and correlation coefficient between all study units were appropriate. higher, and discriminant validity was tested (Fornell & Larcker, 1981) (See Table 2). In addition, as a result of HTMT analysis, the correlation coefficient values of all research units were measured from .689 to .896, which was confirmed to be less than the recommended standard of .9, confirming discriminant validity (Henseler et al., 2015) (See Appendix 2, 3).

**Table 2:** Demographic Profiles

Category		N	%
Gender	Male	104	55.3
	Female	84	44.7
Age	20-29 years	45	23.9
	30-39 years	60	31.9
	40-49 years	54	28.7
	50-59 years	26	13.8
	60 years<	3	1.6
Store Business Experience	Experienced	82	43.6
	Non Experience	106	56.4

N=Frequency

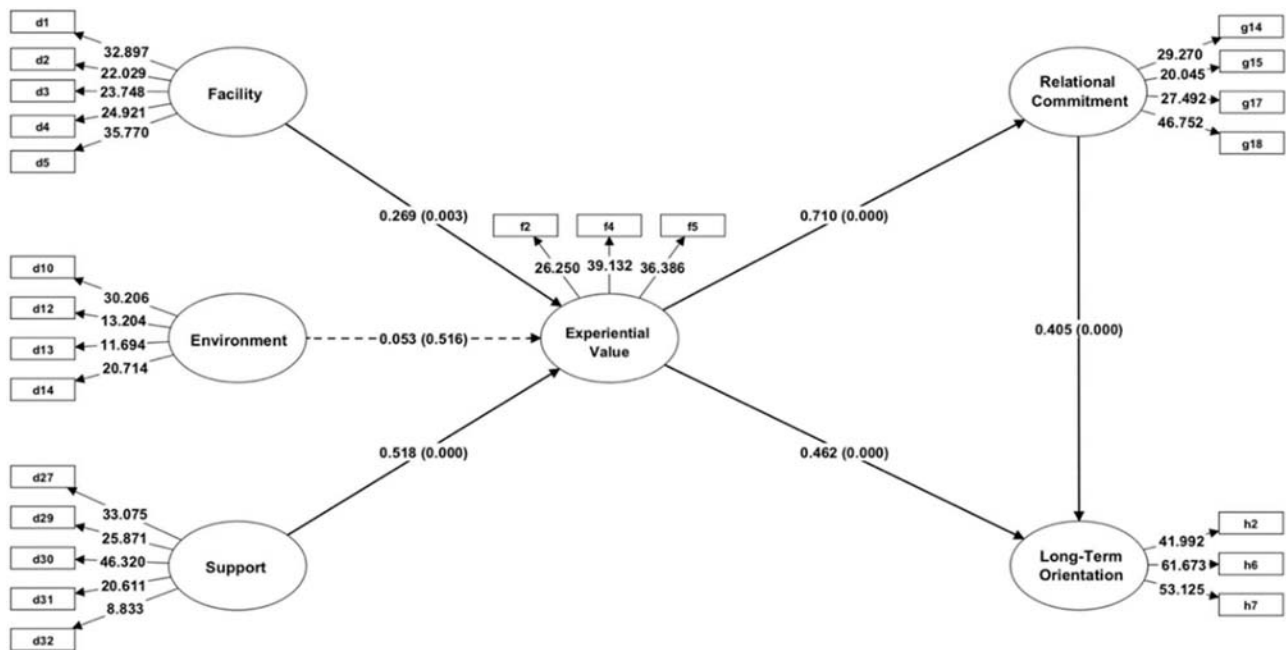
The fitness of the derived research model of this study is as follows. Multicollinearity is tested when the variance inflation factor (VIF) is 5 or less. As the result show, all VIF values ranged from 1.576 to 2.973, indicating that there was no multicollinearity problem.

In addition, predictive fitness should have  $R^2$ , the variance indicating the explanatory power of exogenous variables, greater than or equal to .1, and judged based on criteria of greater than or equal to .26 (Substantial), .13 (Moderate), and .02 (Weak) (Cohen, 2016). As a result of the analysis, it was found that  $R^2$  of empirical value (.611), relationship solidarity (.504), and long-term orientation (.644) was more than the test standard of .1, so the predictive fit was tested (Fornell & Larcker, 1981) (Fornell & Larcker, 1981).

On the other hand, when  $Q^2$  (Construct cross-validated redundancy), which indicates the redundancy of endogenous variables, is equal to or greater than 0, the predictive fit is tested. As a result of the analysis, the standard of  $Q^2$  for empirical value (.593), relationship bond (.612), and long-term orientation (.466) were more than 0, so the predictive fit was tested (Falk & Miller, 1992; Hair Jr et al., 2021) (See Appendix 4).

**4.3.2. The Hypotheses Testing Result of Structural Model**

The results of the analysis of the structural relationship of shared kitchen service quality on experiential value, relational commitment, and long-term orientation derived in this study are as follows (See Figure 2).



**Figure 1:** Research Model

Hypotheses H1-H3 are hypotheses that indicate the relationship between facilities, environment, support, and experiential value.

As results show, facilities ( $\beta=.269$ ,  $t\text{-value}=3.015$ ,  $p<.05$ ), support ( $\beta=.518$ ,  $t\text{-value}=5.924$ ,  $p<.001$ ) have significant positive (+) effects on experiential value. Thus, H1 and H3 are supported

But H2 was not supported ( $\beta=.053$ ,  $t\text{-value}=0.650$ ,  $p=.516$ ) as the environment does not have significant effects on experiential value.

Also, the experiential value does have a significantly positive (+) effect on long-term orientation, Thus H5 was also supported ( $\beta=.462$ ,  $t\text{-value}=4.749$ ,  $p<.001$ ).

Finally, hypothesis H6 is a hypothesis that indicates the relationship between relational commitment and long-term orientation. As a result of the analysis, it was found that relationship bonding had a significantly positive (+) effect on long-term orientation, so H6 was supported ( $\beta=.405$ ,  $t\text{-value}=4.721$ ,  $p<.001$ ) (See Figure 1, Appendix 4).

As a result of the analysis, it was found that facilities and support among the service quality of the shared kitchen had a significant effect on the experiential value, and the environment did not. In addition, it was found that experiential value had a significant effect on long-term orientation, and long-term orientation had a significant effect on relational commitment. In particular, it was found that support had a relatively higher effect on experiential value than facilities. This shows that systematic services are the most important in shared kitchens.

#### 4.3.3. Effect Size Analysis

$f^2$  is the amount of change of  $R^2$  when exogenous variables are removed from the research model and explains the relative sizes of exogenous variables about endogenous variables (Chin et al., 1988). The criteria for the effect size of  $f^2$  are .02 (Small), .15 (Medium), and .35 (Large), and the analysis results of this study are as follows.

The effect size of environment of service quality on experiential value was found to be rather weak (.004), however, there are the effect of Support of service quality on experiential value (.345), the effect of experiential value on relationship commitment (1.016) was found to be large. The effect size of experiential value on long-term orientation, the effect of relationship commitment on long-term orientation was found to be medium (Cohen, 1988; Cohen, 2016) (See Appendix 4).

## 5. Conclusions

This study derived and analyzed a structural model to find out how the service quality of Shared Kitchen affects experiential value, relationship commitment, and long-term

orientation for Korean owners of tenant company entering and operating in Shared Kitchen.

First, the theoretical implications of this study are as follows.

As a result of the analysis, it was found that facilities and support among the service quality of Shared Kitchen had a significant positive effect on the experiential value, but the environment did not significantly affect the experiential value. These research results can be interpreted that of tenant companies in shared kitchen perceived facilities and support importantly that can directly help management among service quality. This shows the characteristics of B2B company service and is different from restaurant companies that provide general services. This shows the characteristics of B2B company service alike food distribution and is showing difference from restaurant companies that provide general services. In particular, the support quality among service quality was found to have the greatest positive effect on experiential quality relatively. In other words, it means that B2B service should pay more actively attention to activities that stably support management activities (Kim et al., 2018).

The practical implications of these research results are as follows.

This study has been continuously developed, however, as an empirical analysis of Shared Kitchen where many studies have not been conducted, it is possible to present implications for establishing differential marketing strategies to practitioners.

First, it could be confirmed that among the service quality of Shared Kitchen, facility quality and support quality have an effect on the formation of long-term relationships if the customer's experiential value is increased in this study. In particular, the support quality can be said to be a special service of Shared Kitchen. Shared Kitchen is a representative field of Sharing Economy, and it seems that support such as sharing information and systems should be made as a key activity, away from the aspects of simply sharing space.

It is necessary to increase the experiential value of the tenant companies to maintain a long-term relationship with the tenant companies of Shared Kitchen. It is essential to increase the experiential value through service quality, however, at the same time, it is necessary to form a community between tenant companies that are characteristic of Shared Kitchen and practices to increase the experiential value by sharing each other's know-how and experience.

Shared Kitchen is a sharing economy model born on the premise of cost advantage. Environmental changes such as rising rent, expansion of non-face-to-face, rising labor costs, and the food technology evolution are acting as factors that undermine the competitiveness of existing restaurant self-employed people and are emerging as national problems. In



addition, the COVID-19 Pandemic is demanding a new paradigm shift for restaurant self-employed people. The Shared Kitchen platform service need to be strengthened to strengthen the competitiveness of restaurant self-employed people. It is determined that the quality of customer service is expected to be improve and it is expected to have a significant impact on strengthening the competitiveness of the self-employed people if the efficiency and satisfaction of the store companies increase by increasing the quality of the shared kitchen

Shared Kitchen can be predicted to lead the change in the restaurant market in four aspects.

First, it can be predicted that the ICT-based Shared Kitchen platform will provide new marketing opportunities to self-employed people who lack self-sustaining power and are vulnerable to the IT field due to the mitigation of asymmetry in the information system.

Second, the low start-up cost, which has been drastically lowered due to the reduction of the total social cost, is expected to ease the hardships of self-employed people, and has great implications in terms of reducing the total social cost. Third, it can be predicted that efficiency will be increased in the aspects of role sharing through sharing in the kitchen. In other words, tenant companies will concentrate on cooking and shared kitchen company will increase the efficiency and contribute to strengthen competitiveness of restaurant self-employed people by sharing the expertise such as ordering, customer management, sales analysis, marketing, etc. Fourth, because of creating synergy through sharing ideas shared kitchen refers to sharing space, which can be expected to reduce trial and error and increase the possibility of development through mutual motivation by watching, learning, and sharing know-how such as operation and customer management.

In the era of the platform economy, Shared Kitchen is expected to spread rapidly, especially in the Korean market, where the size of the restaurant self-employment market is large. Therefore, it is judged by an area that can be expected to globalize the Korean shared kitchen model if the shared kitchen company secures know-how and competitiveness to increase the efficiency of operation and work. It is considered to be necessary to break away from the aspect of simply sharing space and create synergy through chemical bonding, that is, sharing information and systems.

## 6. Limitations and Future Research

This study is meaningful in that it presented theoretical and practical implications for how Shared Kitchen's service quality is perceived differentially by tenant companies and can continue long-term relationships. Nevertheless, this

study can present the following limitations and future research directions.

First, this Shared Kitchen research environment was conducted for one Shared Kitchen company in the Korean market. Therefore, there is a limitation that does not reflect all Shared Kitchen companies. If research is conducted on a large number of companies in the future, better research implications could be presented.

Second, in this study, it was not possible to consider corporate characteristics such as the size and sales of tenant companies, and the gender and age of managers. In the future, comparison and adjustment analysis should be conducted through these variables.

Third, the empirical research of Shared Kitchen is very insufficient. It seems necessary to check about the service quality of Shared Kitchen. The future research needs to conduct a study on the environmental characteristics of stores through experiments or field studies, and it seems that a scale study on service quality that collects opinions from experts and various tenant companies need to be done.

Fourth, it is necessary to measure the quality of shared kitchen services from a consumer's point of view by conducting research on consumers who have experience using Shared Kitchen services.

Shared Kitchen is also important in that consumer value should ultimately be a top priority and consumer choice ensures the sustainability of Shared Kitchen.

Fifth, it seems that a study to verify the usefulness of Shared Kitchen is also needed by comparing the startup cost and operation cost required for general personal start-up with Shared Kitchen

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## Appendixes

### Appendix 1: Measurement Model

Constructs and Items	Factor Loadings	$\alpha$	rho_a	CR	AVE
<b>Facility</b>		.885	.888	.916	.684
The space composition of the shared kitchen is well (Scale and layout)	.851				
The space of each store in the shared kitchen is appropriate for working and moving	.820				
The shared kitchen is well equipped with kitchen facilities.	.805				
The shared kitchen is well equipped with necessary furniture.	.818				
The shared kitchen is well equipped with hygiene related facilities.	.842				
<b>Environment</b>		.832	.846	.887	.662
The interior design of the shared kitchen feels refined in general.	.848				
The indoor air in the shared kitchen is pleasant.	.794				
The room temperature in the shared kitchen is appropriate(to work).	.794				
The Indoor lighting in the shared kitchen is appropriate(to work).	.818				
<b>Support</b>		.883	.893	.914	.682
The shared kitchen is well equipped with sales and logistics system support.	.844				
The shared kitchen is well equipped with a commercial analysis system.	.854				
The shared kitchen provides databases and company sales analysis services to its tenant companies.	.885				
The shared kitchen is providing the delivery restaurant market trend analyzed data well.	.813				
The shared kitchen is appropriately providing start-up support like menu re-design and sales-related consulting support.	.726				
<b>Experiential Value</b>		.801	.807	.883	.715
It is fun to work in the shared kitchen.	.808				
I feel comfortable to operate in the shared kitchen.	.859				
The Shared kitchen provides new experience in general.	.867				
<b>Relational Commitment</b>		.844	.852	.895	.680
I think I will operate a business for a long time in the shared kitchen.	.821				
The support of the shared kitchen is very important for store operation.	.808				
Good relationship with the shared kitchen helps sales improvement.	.805				
It is more helpful to operate a store with help of the shared kitchen rather than to operate store directly(individual start-up)	.864				
<b>Long-Term Orientation</b>		.867	.868	.919	.790
I am willing to use the shared kitchen in the long term.	.860				
I am willing to recommend to others to start a business in the shared kitchen.	.917				
I am willing to talk positively to others about the shared kitchen in which I currently entered.	.890				

### Appendix 2: Fornell-Larcker Criterion

Variables	1	2	3	4	5	6
1 Facility	.827					
2 Environment	.651	.814				
3 Support	.761	.659	.826			
4 Experiential Value	.698	.570	.758	.846		
5 Relational Commitment	.725	.664	.625	.710	.825	
6 Long-Term Orientation	.755	.662	.780	.750	.734	.889
Mean	3.480	3.501	3.545	3.606	3.681	3.727
SD	.679	.663	.694	.706	.640	.732

**Note:** Bold numbers indicate the square root of AVE.

**Appendix 3: Heterotrait-Monotrait Ratio (HTMT)**

Variables	1	2	3	4	5	6
1 Facility	-					
2 Environment	.742					
3 Support	.859	.759				
4 Experiential Value	.820	.689	.894			
5 Relational Commitment	.837	.790	.718	.851		
6 Long-Term Orientation	.858	.764	.891	.896	.851	-

**Appendix 4: Estimates of Structural Model**

Path	Estimate	t-value	p-value	$f^2$	Results
H1 Facility → Experiential Value	.269	3.015	.003*	.071	Supported
H2 Environment → Experiential Value	.053	.650	.516	.004	Supported
H3 Support → Experiential Value	.518	5.924	.000***	.259	Non Supported
H4 Experiential Value → Relational Commitment	.710	14.676	.000***	1.016	Supported
H5 Experiential Value → Long-Term Orientation	.462	4.749	.000***	.297	Supported
H6 Relational Commitment → Long-Term Orientation	.405	4.721	.000***	.229	Supported
Dependent Variable	Squared Multiple Correlation ( $R^2$ )	Adjusted Squared Multiple Correlation (adj $R^2$ )	Cross-Validated Redundancy ( $Q^2$ )		
Experiential Value	.611	.605	.598		
Relational Commitment	.504	.501	.486		
Long-Term Orientation	.644	.640	.568		

\*\*\*p&lt;.001, \*\*p&lt;.01, \*p&lt;.05