



The influencing of Cultural intelligence on service provider performance
and service quality in Hypermarket

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Abstract

Although the self-checkout counter is being offered to clients in the hypermarket, the frontline service staff are still required to assist the customers during the initial stages of the introduction process. Other clients are still in need of support with the technology's adoption and adaptation, among other things. This research would look at the customer from the perspective of cultural intelligence and technological adaptability. A semi-structured interview with 20 participants was conducted to examine the self-checkout counter and the frontline service provider.

According to the sub-cultural differences in the service provider's background, geography, and level of technology implementation, the data of this study is gathered from a variety of geographical locations. The result reveals the four distinct roles played by the service provider in terms of performance, technology assistance, and the ability to comprehend how self-checkout and frontline service personas influence the shopping experience and perception of quality in a hypermarket setting, respectively.

Keyword

Service provider performance, Cultural intelligence, Hypermarkets



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Chapter 1: Introduction

Main issue

The expansion of retailers' presence into international marketplaces has emerged as a significant pattern in the sphere of commerce over the Cultural intelligence of the last two decades. To meet the demands of the rising middle class in East and Southeast Asian countries, a large number of Western retailers, primarily in the form of hypermarkets, have rapidly expanded their operations in those regions. This has drastically altered the competitive landscape for more conventional forms of retailing in those countries. In the present day, these hypermarkets have advanced from the early stage of their development to the important turning point in their life cycle, which is challenged by the tightening of the rules imposed by the government. It would seem that hypermarkets have reached a dead end in Thailand, a developing nation in which the hypermarket system was able to flourish and grow effectively. The number of items sold in hypermarkets continued to increase at a high rate in the years after the Asian financial crisis.

In Thailand, the drop might also be ascribed to the problems experienced by hypermarkets in extending to local or rural regions. This is in addition to the controls that have been imposed by the government. A large component of the population that constitutes the

customer base in developing economies lives in rural regions. On the other hand, they are quite different from their metropolitan analogues in terms of the structure of their income distribution as well as the industries they are home to. Regrettably, the most of the research studies on the introduction of hypermarkets into developing markets have concentrated their attention on urban regions. *Research question: How does Customer's Cultural intelligence affect service provider performance and service quality in Hypermarket?*



Chapter 2: Literature review

In Chapter 2, this part describes how the research was conducted by applying marketing theories and social psychology concepts to the setting of a hospital. This study fills a gap in the research that previously existed in the area of medical tourism, which overlooked the viewpoint of consumers who shopped at hypermarket during the pandemic in the context of a retail setting.

Moreover, this study extends the evaluation of satisfaction and loyalty by investigating the Cultural intelligence -cultural consumer in order to explain the relation of customer traits that associate with satisfaction and loyalty. The following section is the literature review that relates to the overview of the study variables concerning consumer behavior research in a pharmaceutical shop.

2.1 Service Quality

Since the middle of the 1960s, academics have been attempting to research service marketing as well as service quality (Rathmell, 1966). Service firms separate themselves from their industry competitors by providing higher-quality services to their consumers at the same time as they do so. The quality of a service may be described as the customer's post-

consumption comparison of their expectations with their perceptions of how well the service performed (Carman, 1990; Cronin Jr & Taylor, 1992; Valarie et al., 1988). Taylor and Baker (1994) demonstrated that there is an influence of service quality on perceived value, customer satisfaction, and behavioral intentions, including word-of-mouth advertising, loyalty, personal recommendation, and a readiness to pay more. Because of this, there are fewer customer complaints and a higher customer retention rate (Bitner, 1990; Danaher, 1997; Headley & Miller, 1993; Magi & Julander, 1996; Zeithaml et al., 1996), as well as new customer acquisition, increased productivity, improved financial performance, and increased productivity (Julian & Ramaseshan, 1994; Lewis, 1989; Llosa et al., 1998).

The quality of service is an intangible concept, and determining service quality levels requires depending on the customer's view while using techniques that are ideally suited for each specific service business. Scholars focused on how to measure service quality in the service marketing literature. Its conceptualization and measurement are debatable and controversial topics in the service marketing field (Gronroos, 1984; Jandavath & Byram, 2016; Parasuraman et al., 1985). In the literature on service marketing, scholars focused on how to measure service quality. The idea of a gap between service quality and expectations, as well as

characteristics of service quality, was presented and supported by the exploratory research carried out by Parasuraman (1985). Gronroos (1984), a scholar from the Nordic region, offered an alternative scholar viewpoint on this subject. He described service quality as having two dimensions: a functional and technical quality that affects expected service, perceived service, and service quality. Gronroos's research was published in the journal *Management Science*. Following Gronroos's lead, Rust and Oliver (1993) developed an extension to Gronroos's idea that included a model with three components: service product (technical quality), service delivery (functional quality), and service development. Service quality may be basic, complex, uni-dimension (Brady & Cronin Jr., 2001; Dabholkar et al., 1996; Wilkins et al., 2007), or multi-dimension, depending on the particular location, culture, and customer orientation of the organization (Ladhari, 2008). Despite this, the veracity of how service quality is a multifaceted construct was evaluated in the literature; nonetheless, the two-central conceptualizations of service quality do not share a common agreement on the dimensions and features.

SERVQUAL is a measuring instrument for service quality that is generally accepted and well-recognized in the industry. It is used to test service quality. In 1985, Parasuraman, Zeithaml, and Berry published the gap model on the perceived service quality model (Gronroos, 1984).

This model was first given by those three researchers. The purpose of the instrument is to assess customers' perceptions of the quality of the service they get; it is based on the idea of service quality as the gap between customer expectations and perceived performance.

The previous SERVQUAL model consisted of 10 dimensions (tangibility, reliability, assurance, responsiveness, empathy, communication, competence, credibility, courtesy, and security) and 97 items (Parasuraman et al., 1985). This model was reformulated and converted to the 5 dimensions of SERVQUAL (reliability, assurance, tangibility, empathy, and responsiveness) with 22 questions (Valarie et al., 1988). It does so by adding up the gap scores (Performance minus Expectation) for each item, which reflects the difference between the consumer's actual experience and their expectations about the performance of the service organization. Using a seven-point Likert scale, where a value of seven indicates "Strong Agree" and a value of one indicates "Strongly disagree," the gap score of P-E displays in a value range that extends from six (the greatest quality) to a value of six (the lowest quality) (lowest quality).

Following this, there are accepted scientific features of assessing service quality, including a multilevel model and a method that is hierarchical. According to Dabholkar, Thorpe, and Rentz (1996), SERVQUAL is best suited for a pure service environment and is not relevant in

other service environments. The introduction of a three-tiered business model that was designed specifically with the purpose of making it more applicable and suitable for use in various company sectors, most notably the retail environment. A multilevel model (Dabholkar et al., 1996), its first level has related to the service quality and perception of the customer, its second level concentrates on personal interaction, reliability, physical aspect, policy and problem solving as five primary dimensions, and its third view has seven subdimensions: doing it right, appearance, convenience, promises, inspiring confidence, helpful, and courteous. Brady and Cronin Jr. (2001) introduced a hierarchical approach to identify service quality into three primary dimensions in order to systematize service quality measurement to a standardized attribute with sub-dimensions. This was done in order to systematize service quality measurement to a standardized attribute with sub-dimensions (interaction quality, physical environment quality, and outcome quality). Based on the approach, it possesses three secondary sub-dimensions, which are interaction quality (attitude, expertise, and behavior), physical environment quality (ambient condition, design, and social factors), and outcome quality (waiting time, tangibles, and valence). In addition, it possesses three tertiary sub-

dimensions under each secondary dimension, which are reliability, responsiveness, and empathy.

Concerns have been raised about the instrument, the primary ones being related to the number of items and the fuzziness of the expectations that are being measured (Jain & Gupta, 2004). Other issues include the confusion and boredom that arise when measuring a customer's perception and expectation at the same time (Rust & Oliver, 1993). However, the construction of the model was done with the intention of making the process of assessing the service quality inside the organization as succinct as possible. Later on, the SERVQUAL model became an applied instrument that was extensively used to measure service quality.

Service quality in hypermarket sector

The enhancement and assessment of service quality are the key concerns of all hypermarket managers today. Measuring and administering service quality, as well as customer satisfaction, has become a priority for successful service organizations (Bolton & Drew, 1991; Cronin Jr et al., 2000; Cronin Jr & Taylor, 1992; Dabholkar, 1995; Taylor & Baker, 1994). As a result, the behavioral intention of customers is changing to place a greater emphasis on service

quality and customer satisfaction (Jandavath & Byram, 2016). An excellent level of service is a profit strategy; it results in the acquisition of new customers, the generation of additional revenue from existing customers, a reduced number of lost customers, an appropriate response to competitive pricing, and a more efficient level of performance within the service itself (Parasuraman et al., 1985).

People's priorities have shifted as their level of life has improved, and now they are more concerned about the quality of health care and supermarket services. Customer voiced concerns about the need for improvements to be made to medical care services in order to offer a more effective medical facility, while hospitals regarded an increase in service quality as being important for satiating customer and keeping them as customer (Andaleeb et al., 2007; R. T. Anderson et al., 2007; Arasli et al., 2008; Duggirala et al., 2008; Padma et al., 2010).

In the service sector, the two most important responsibilities are those of the customer and the business that provides the service (Johns, 1999). Customer are considered to be the hypermarket's clients, while the medical staff, including physicians, medical assistants, and nurses, are considered to be the service providers at a hospital and supermarket store. The services provided by the hospital and supermarket include both real and intangible items, such

as consultations with doctors, attentive medical personnel, medical examinations, medical practitioners, hospital care facilities, interpreters, and financial arrangement helpers. According to Gronroos's (1984) concept of perceived service quality, the hypermarket facility may be broken down into two categories: technical quality and functional quality.

Recent studies on the quality of service provided by hypermarkets made use of an instrument called SERVQUAL. The goal of these studies was to investigate many aspects of medical service quality, including perceived value, the level of customer satisfaction, and behavior (Albori et al., 2010; Andaleeb et al., 2007; Choi et al., 2004; Manaf et al., 2015a, 2015b; Prajitmutita et al., 2016; Shafiq et al., 2017).

Studies conducted in hypermarkets have provided empirical evidence to support the hypothesis that there is a substantial correlation between levels of customer satisfaction and a variety of contributing elements. Quality of service is one of the most obvious of these aspects (Rao et al., 2006; Zineldin, 2006). This connection ensures that the level of customer contentment with the quality of medical services may be accurately measured. In a manner comparable to that of other service industries, the quality of service provided by the hospital and supermarket becomes an important factor in the continued viability and expansion of the

company (Chen, 2008; Mechinda et al., 2010; Ara Wilson, 2011). Prior research from Laohasirichaikul, Chaipoopirutana, and Combs(2011) and Lee, Chen, Chen, & Chen, (2010) reported that a superior service quality from the hypermarket service provider is the essential factor of customer satisfaction and loyalty, which contribute to competitive advantage.

2.2 Customer Satisfaction

The critical term of marketing that measure how the company's products or services serve or surpass customer expectations called Customer satisfaction. Prior service business studies, scholars studied service quality, customer satisfaction, and consumer behavior(Cao & Kim, 2015; Chow et al., 2007; Cronin Jr & Taylor, 1992; Ramseook-Munhurrun, 2012). The customer satisfaction is a post-purchase state of consumer's attitude that reflects rating of like and dislike of services and products after experiencing them; it refers to the crucial factor that drives the service and product performance to exceed the expectation(Woodside et al., 1989). Therefore, the assessment of customer satisfaction becomes a crucial part of hypermarket organization's strategic process (Reidenbach & McClung, 1999).

Customer satisfaction is an outcome and the result of the comparison of the reward and cost of purchase concerning the anticipated consequence (Churchill Jr & Surprenant, 1982).

Boulding, Kalra, Staelin, and Zeithaml(1993) defined customer satisfaction using the indication of the cumulative perspective to evaluate customer satisfaction from recent purchase experiences, and the overall evaluation excludes any specific purchase experience (Johnson & Fornell, 1991). However, Parasuraman, Zeithaml, and Berry (1988) claimed that cumulative perspective is more competent for company 'service performance, and more productive in indicating consumer's post-purchase behaviors (Wang, Lo, & Yang, 2004).

In the other definition, Woodside et al. (1989) defined the customer satisfaction as two conceptualization; 1.transaction-specific satisfaction that relates to the single purchase and usage of product and service, 2. cumulative satisfaction relates to overall satisfaction after several purchases and overtime experience that leads to consumer loyalty. Additionally, Tse and Wilton (1988) defined customer satisfaction as the consumers respond to product or service after the consumption by evaluating the prior expectations and the actual performance.

Customer satisfaction in hypermarket

The rate of customer compliance with the physician's advice and requests influenced by customer/customer satisfaction(Calnan, 1988; Pascoe, 1983) which led to the satisfying outcome of medical practices (Choi et al., 2004).Customer satisfaction is defined as "the patient's

fulfillment response”(Oliver, 1997), it is recognized as a crucial variable and significant determinant of growth, sustainability, and success(Andaleeb et al., 2007; Britain, 1997; Davies & Ware Jr, 1988; Makoul et al., 1995). The hospitals and supermarket shopfocused on customer satisfaction can gain market share and extend the hospital’s productivity(Boscarino, 1992; Gregory, 1986). In a reverse of disregarding the service quality delivery and customer satisfaction, hospitals and supermarket tend to face the decreasing or loss numbers of the customer. Prior studies emphasized that the greater customer satisfaction, the higher customer retention(Anderson & Sullivan, 1993; Fornell, 1992) and willingness to recommend(Alan Wilson et al., 2017) , and these infer customer satisfaction as a fundamental determinant in maintaining long-term customer behavior(Athanassopoulos et al., 2001; Oliver, 1980; Alan Wilson et al., 2017).

The task in the market is to raise the value of the company's products and services by improving the advantages that those products and services give customers, bringing down production costs via increased efficiency, or doing both of these things (Sheth et al., 1991). The quality of service is insufficient to accurately forecast the actions and preferences of customers (Prajitmutita et al., 2016).

Zeithaml et al. (1996) provided an explanation for a behavioral proxy for value by making use of a loyal customer's readiness to pay more than usual. According to Enrique Bigné, Mattila, and Andreu (2008), loyal consumers are prepared to pay a higher price if they perceive that they are receiving more value from a particular supplier or from a favored firm. However, the customer's financial viewpoint also suggests that the items' value production occurs with less money (Bishop, 1984). In spite of the fact that excellent service performance is a crucial component of the consumer's perception of benefit, customers may view other criteria as advantages, such as status or reputation (Holbrook & Corfman, 1985). Profitability and customer satisfaction may be greatly increased if a firm offered a product or service with a value that was much higher than that of competing companies (Naumann, 1995). Kuo, Wu, and Deng (2009) noted that customers would have a perceived value of items or things between the maximum affordable price and the real payment that they would pay from an economics point of view.

According to Zeithaml (1988), clients evaluate the perceived benefits of a product or service in relation to the expenditures involved in completing a purchase. Customers assess their perceptions of the advantages they obtain from using a product or service in comparison to the expenditures they pay or the items they must forfeit as sacrifices when making the

decision whether or not to use the product or service. One sector that serves as an illustration of this is the supermarket industry, in which customers have two distinct points of view when it comes to making sacrifices: first, there is the medical service fee that the customer is required to pay, and second, there are the nonmonetary costs, such as the experience of receiving medical service, waiting time, mental and physical stress. One sector that serves as an illustration of this is the supermarket industry, in which customers have two distinct points of view when it comes to making sacrifices (Choi et al., 2004). Nevertheless, non-monetary expenses like purchasing time, negotiation costs, transaction costs, and travel costs have to be included in as well (Brady et al., 1997; Cronin Jr et al., 2000; Keeney, 1999; Zeithaml, 1988).

The subject of the customer's perceived value has been overlooked in terms of strategic consideration by the hypermarket service providers, which can be found in the industry of hypermarkets. Finding the links between satisfied customers and devoted shoppers is one of the most important aspects of hypermarket management. Even though improved service performance is the primary focus of perceived advantages, the consumer may also see other elements as benefits, such as the status or reputation of the hospital or supermarket store (Holbrook & Corfman, 1985). The quality of medical services is taken into consideration in this

statement, specifically with regard to medical tourists and the usual consumer who travels to get medical treatments. It is possible that the consumer may not obtain services that correspond to their value perception attitude (Hu et al., 2009; Wu et al., 2008). Customers interpret value in a variety of ways, including exceptional service quality, acceptable pricing, and good value for money in contrast to the evaluation of service quality, and this necessitates a trade-off between advantages and sacrifices. In addition, both the outcome and the process domains gain significantly from the fact that the quality of the service provided is quite high (Choi et al., 2004).

2.3 Loyalty

The term "loyalty" refers to "a firmly held commitment to rebuy or repatronize a chosen product or service regularly in the future," as the definition of the term states (Oliver, 1999). In their study from 1997, Oliver and Oliver Richard defined loyalty as "situations in which there is a chance that a person or client would participate in a certain action." Loyalty was referenced in many different contexts. This concept takes into account the aim to generate good word-of-mouth (WOM), the desire to return, and the readiness to suggest. According to Zeithaml et al. (1996), there are two categories of behavior intentions: favorable and unfavorable loyalties.

Favorable loyalties include things like recommending, providing positive feedback, continuing to be loyal, and paying more money. Unfavorable loyalties include things like providing negative feedback, switching to a different company, complaining, and having a lower customer retention rate. The one-on-one communication and the sender of non-commercial messages were shown to be the most reliable predictors of behavior and attitude, and the good word-of-mouth was found to be the most reliable predictor overall (Buttle, 1998).

In the customer sensory, customer loyalty is operationalized as the first product or service that comes to mind when making a purchase decision (Bellenger et al., 1976; Dwyer et al., 1987; Newman & Werbel, 1973), first choice among all (Ostrowski et al., 1993), and price tolerance (E. HYPERMARKET. Anderson, 1996; Fornell et al., 1996), respectively. (Bellenger et al This operationalization of service loyalty took into consideration the attitudes, cognitive processes, and behaviors of customers (de Ruyter et al., 1999).

However, customers who return multiple times to purchase the service from the same service provider are considered loyal customers. This is in contrast to a customer who frequently comes back because of service unavailability and lack of choice, which is referred to as customer defection (Meesala & Paul, 2018). Numbers of the defection customers still stay

with the same service providers even though their problems have not been solved (Levesque & McDougall, 1992). (Bitner, 1990; Ennew & Binks, 2018). This customer desertion or low-quality hypermarket services might lead to the predicted failure of customer (Albori et al., 2010; Anbori et al., 2010), despite the fact that one of their aims of private hypermarket is to improve customer loyalty. (Albori et al., 2010; Anbori et al., 2010) (Albori et al., 2010).

Loyalty in hypermarket

An increase in customer loyalty was thought to occur when clients were content with the services provided by a hypermarket in the days before hypermarket research was conducted (Oliver, 1999). To set themselves apart from their competitors, they must prioritize providing high-quality medical care. The hypermarket that is unable to live up to the standards set by its customers will suffer a loss in its overall market share (Mittal & Baldasare, 1996; Zifko-Baliga & Krampf, 1997). According to Meesala and Paul (2018b), the connection between the particular hypermarket service dimension; private or public hospital and supermarket, customer satisfaction, and customer loyalty should be recognized by the hospital and supermarket managers in order to identify and focus on for the performance of the hospital and pharmacy.

According to Chahal (2008), the measurement of customer loyalty is based on three components called the tri-component model. These components are as follows: a) UPAS, which stands for using the providers again for the same treatment; b) UPAD, which stands for using the providers again for different treatments; and c) RPO, which stands for referring the provider to others. According to the findings of this study, customer loyalty may be predicted based on service quality, and measuring service quality can be broken down into three distinct categories: the performance of the physician, the performance of the nurse, and the quality of the operation. According to Meesala and Paul (2018b), the tri-component model focuses more on the individual performance of the service provider rather than the whole of the service delivery process, therefore SERVQUAL is a more suitable method for assessing the quality of service delivery. The SERVQUAL scale provides assistance to hypermarket service providers in identifying the gap, or service problem, between service delivery and customer or customer expectation (Al-Borie & Sheikh Damanhuri, 2013; Zarei et al., 2015). Once the gap has been identified, the solution to improve hypermarket quality performance can be applied for the benefit of the customer (Kondasani & Panda, 2015). Furthermore, Enrique Bigné et al. (2008) stated that customers who are strongly attached to the companies or institutes are willing to

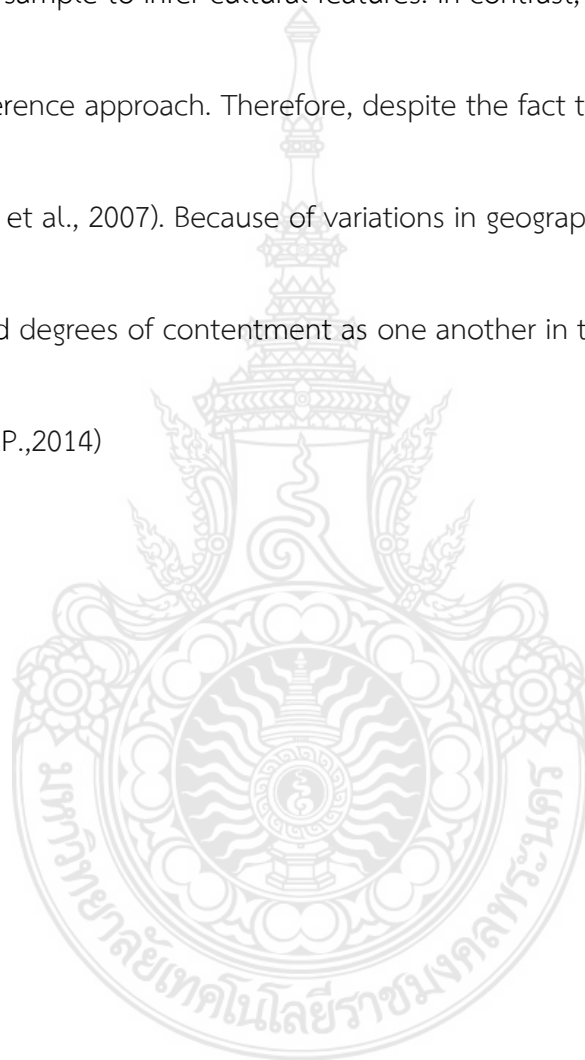
trade with the premium or higher price from the stores or sellers. This study is consistent with Kondasani and Panda's study (2015b), which found that the loyalty perspective explained the private hospital and supermarket customer quality attitude. This study suggests that the loyalty of customers should not be neglected by management of hypermarkets or hospitals, nor should the quality of medical services be compromised.

Cultural intelligence

In the current economic climate, cultural intelligence and marketing across cultures are vital to achieving success. Traditional marketing strategies are met with considerable challenges during a pandemic, and a company's ability to generate profits during the crisis and afterward is directly impacted by these challenges. A new, more complicated and sophisticated solution to these challenges is offered by cultural intelligence - cultural marketing, which offers a new, more complicated and sophisticated solution to these challenges. Clark (1990) and others indicate that many traits of conduct are singular and stable throughout the course of time. They also discover that cultural variations in approach have an effect on the process of the negotiations as well as the results of those discussions. These distinctive actions are the consequence of cultural norms, beliefs, and learned habits that are shared by people living in

different geographic locations. Because of this, it is an important resource for scholars that are looking into cultural intelligence and the variations between different cultural consumer groups.

The marketer utilizes the indirect value inference strategy, which is based on evaluating the values of individuals in a sample to infer cultural features. In contrast, the company's culture uses the direct value inference approach. Therefore, despite the fact that Hofstede's taxonomy of cultures offers (Soares et al., 2007). Because of variations in geography, not all customers will have the same tastes and degrees of contentment as one another in terms of the service they get (Kaynak, E., & Herbig, P.,2014)



Chapter 3: Research Method

Research methods

When studying customer experience contact points, it is necessary to have an understanding of the unique aspects that are included inside each of the numerous customer experience contact points. A method of qualitative research that is based on an in-depth knowledge of a scenario as well as the customer's diverse cultural background or geographical difference. This knowledge is obtained through an in-depth examination of recalled consumer experiences from informants while they were shopping at a supermarket. It was decided to look into the different shops. This method made it possible to gather data from a variety of supermarket, and it also made it possible to show a wide variety of information on customers' experiences.

Sampling Method

Informants were asked to reflect on a recent experience they had with a supermarket store of their choosing at the starting of the interview. The informants were then asked to identify the retailer and provide a brief account of their supermarket store's shopping experience. This was done to give the informants the comfort and flexibility to recount their

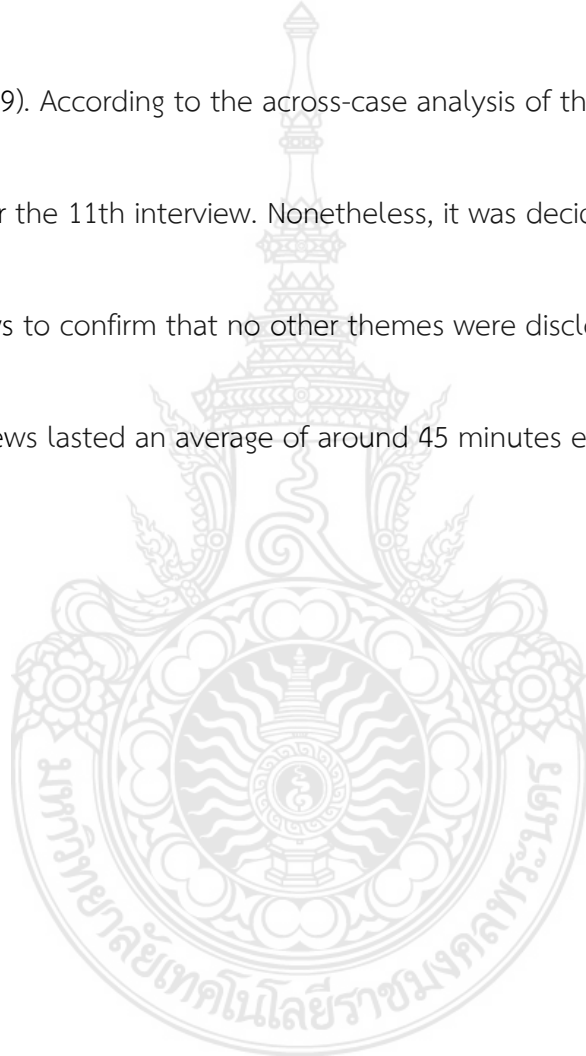
experiences as accurately as possible (Arksey and Knight,1999). Participants were asked what they hoped to accomplish during the experience (i.e., make a purchase, search for information, browse) and how much familiarity they had with the hypermarket store to provide additional context to the experience. Following, the informants were asked to recollect and describe any incidents they recalled. Experiences need not be tied to significant occurrences and might include any separate encounters that the client can reflect from their previous interactions. During the interview, the informants were questioned about the situations they had experienced at each stage of the consumer decision-making process to get further insights.

Data Collection

The researcher used purposive sampling for the one-month data collection before the government decided to increase COVID-19 restrictions. Data saturation often determines this sampling technique (Mack,2005). The researcher applied convenience sample with the assistance of the owner of the supermarket shop. The entire interview was by 20 customer experience narratives from different geographical areas. During the interview, several of the informants mentioned their interactions with various merchants. The study method was

discontinued after the 20th semi-structured interview since the information saturation resulted from the discussions done thus far (Guest et al.,2006).

The thematic analysis of the 20 customer experience tales highlighted recurrent themes, which further supported the information saturation decision when themes converged in one narrative (Eisenhardt, 1989). According to the across-case analysis of the repeating themes, no new topics emerged after the 11th interview. Nonetheless, it was decided to conduct more semi-structured interviews to confirm that no other themes were disclosed during the investigation. The interviews lasted an average of around 45 minutes each, on average.



Chapter 4: Data Analysis

The following table depicts the demographic profile of the informants:

Table 1 Profile of the key informants

Participant	Sex	Age	Years of Customer Experience with Hypermarket	Frequency of visiting the Hypermarket during the pandemic	Geographical area
P1	M	30	7	2 times/week	North
P2	M	40	1	2 times/Month	Central
P3	F	45	5	3 times/Month	West
P4	M	27	3	4 times/week	West
P5	F	25	4	2 times/week	South
P6	F	26	3	3 times/Month	East
P7	F	28	15	1 time/week	South
P8	M	33	11	2 times/week	East
P9	F	19	5 months	1 time/Month	Central

P10	M	28	3	2 times/Month	Central
P11	F	20	6	2 times/week	West
P12	F	26	7	2 times/week	South
P13	F	50	3	2 times/Month	East
P14	M	46	16	3 times/Month	South
P15	M	53	7	1 time/week	East
P16	F	27	10	2 times/Month	South
P17	F	26	23	1 time/week	East
P18	M	34	15	3 times/week	North
P19	M	33	12	4 times/Month	Central
P20	M	46	12	3 times/Month	West

Data Analysis

We used an inductive process to work from the words of each participant's responses to identify and code themes related to the specific elements of customer experience that were being investigated. This was done given that the purpose of this study was to identify the distinct elements of customer experience touchpoints through qualitative data. A Cultural intelligence - case analysis (Miles and Huberman, 1994) was performed on the themes that emerged in order to establish the rate at which the topics were mentioned by many informants.

The researchers made audio recordings of the individuals' comments and transcribed them. Iterative, reflective, and thematic processing of the material was a distinguishing feature of the replies provided by the participants. The researcher went back and reread the customers' remarks many times before making a note of the most important subjects, general impressions, and primary results. The two people who were a part of the study team conducted an analysis of the transcripts for themes by employing manual inductive coding and continuous comparison. Using methods of continual comparison and reflective thinking, the findings were organized into overarching themes and more specific subthemes. The team of researchers came up with suggestions for how to better integrate the research process, themes, and sub-themes as they

reviewed the research procedure, themes, and sub-themes. This would facilitate the analysis and reporting process, as well as ensure the rigor and reliability of the findings. As a result of going through this process, each of the themes has been developed further and broadened in scope. Additionally, definitions and labels for each subject have been produced to link to the themes. Both the previously published study and the new information obtained via the research process had an impact on the names given to the themes that were discovered. This table provides a list of topics, as well as the codes that go along with them and some instances of passages that include those topics.

Table 2 Result: Themes and codes from the thematic analysis.

Theme	Code	Example
Payment	<ul style="list-style-type: none"> ● Cash ● Transfer 	<ul style="list-style-type: none"> ● There was a difference in price ● I was aware of the markup cost rise ● I did not have online banking; you were able to purchase the medication ● our business only took cash payments. ● To proceed, you will need to scan the QR code.

		<ul style="list-style-type: none"> ● During the chaos caused by the covid crisis, the manner of payment was difficult. ● I was unable to pay with a credit card because they did not take that form of payment. ● I did not have a payment application. ● I preferred to pay with cash; I did not believe that the transfer was the sole method of payment.
intelligent	<ul style="list-style-type: none"> ● Knowledge ● Awareness 	<ul style="list-style-type: none"> ● There was a symbol that served to bring to my attention the social distance that existed between us. ● The shop was more responsive than it had been previously. ● I saw the product sign, but it seemed that no one was paying attention to it. ● The sign needed to be larger, yet there were more than three words on it.
Queue	<ul style="list-style-type: none"> ● Individuals 	<ul style="list-style-type: none"> ● There were an incredible number of individuals.

	<ul style="list-style-type: none"> ● Amount of Time Spent Waiting ● A Waiting Line 	<p>Although I do not like to, I had no choice but to wait.</p> <ul style="list-style-type: none"> ● We had to wait for such a very long period. ● The queue to wait extended beyond the shop and into the adjacent footpath. ● Individuals continue to press their way closer to the line. ● There were so many people lined up in front of the shop that the waiting period was about an hour long. ● I could not see any way that it could be transported to the shop.
Product Unavailable	<ul style="list-style-type: none"> ● Never again ● Beginning of the next week ● A different make 	<ul style="list-style-type: none"> ● The Staff said that there are no more drugs available. ● Only three bundles were available for purchase. ● I may be able to come back the following week. ● Although it was a new brand, the product maintained the same high standard. ● When the salesperson informed me that the medication would not be restocked, I was taken aback.

		<ul style="list-style-type: none"> • During the epidemic, it was quite difficult to purchase the necessary medicine. • I would definitely visit once again.
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Table 3 Result: Definitions of the touchpoint elements

Touchpoint elements	Definition
Payment	The process of making or accepting a payment from another person or entity, or the act of making such a payment to another.
Intelligent	A set of circumstances or activities that are favorable to the customer
Queue	A line of individuals waiting to be attended to or pushed ahead in line; also, a sequence of people waiting in line.
Product Unavailable	It is not unusual for a product that is usually on sale to be unavailable for a time period when you are either out of stock or waiting for the next delivery of the goods.

Chapter 5: Discussion and Conclusion

Discussion

The vast majority of the study has been on the experience of the consumer since every assessment is founded on a compilation of experiences (Rose et al., 2012). Because of such constraints, our capacity to appreciate the important moments of truth that occur between the client and the retailer will always be constrained. We took a look at cultural intelligence and individual cultural backgrounds by analyzing a retail environment as an example. Specifically, we identified and characterized the distinctive aspects that comprise the shopping experience of customers in retail stores. The results of the research provide managers a better understanding of the many touch point components that occur along the customer journey and contribute to an overall excellent customer experience. The insights that were acquired from this research will enable managers to perform a study titled "the significance of customer experience," which will provide them with an all-encompassing picture of the customer experience from the very beginning to the very end. Customers are commonly seen complaining to supermarkets about the store's failure to grasp what the consumer would want to obtain, a complaint that supermarkets frequently hear. Nevertheless, supermarkets often

make the same error in judgment. While attempting to overcome challenges in communication, one of the best places to begin is by paying attention to the "language" that is used when interacting with customers.

The mapping of crucial aspects of the customer experience and the identification of the unique aspects of a touchpoint that are significant to other retail channels will offer grocery store managers with a more thorough grasp of the whole customer experience. The findings of this research indicate that it is necessary to identify the retailing settings. This research classifies and defines for the first time the experiences that customers have at various touchpoints during pandemics. It also identifies, categorizes, and analyzes the many components that occur across these encounters. The researcher was able to get a deeper comprehension of the problem because to the in-depth analysis of remembered recollections of consumer experiences obtained from informants.

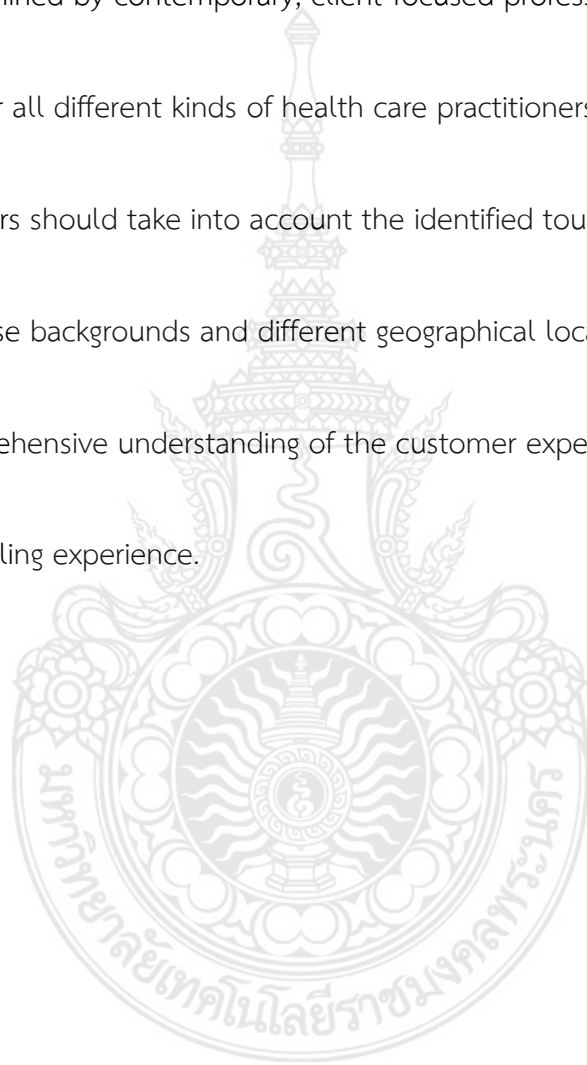
A thematic analysis of the semi-structured in-depth interviews that were conducted as part of this research allowed for the identification of the components of payment, cleanliness, queueing, and product availability. This research uncovered these four distinct components of cultural intelligence, often known as cultural customer experience touch points. The results of

the research reveal, in addition, that additional touchpoints, depending on the retail environment, have a variety of different qualities. In addition, the study reveals that the identical experiences shared by consumers do not always stimulate the same elements. It is possible for it to contain only one of the four touchpoint components, or it may be possible for it to have all of them at the same time.

Conclusion

This study makes a contribution to the existing body of marketing research. It lays the groundwork for the development of a theoretical model of customer experience that is capable of being experimentally validated from the point of view of cultural intelligence and the cultural context in which a business operates. According to the results of the research, managers now have a better understanding of the many contact point components that occur throughout the customer journey and contribute to an enjoyable experience for the client. The findings place an emphasis on the need of approaching touchpoint identification and measurement from the point of view of the client. This corroborates the assertion made by Payer.,L (1988), which states that the use of nonverbal communication strategies is what stands in the way of successful communication. According to research conducted by behavioral

experts, nonverbal communication may account for anywhere between 55% and 95% of an overall message (Spector, R.E.,1996; Tindall et al., 1994). The issue of hypermarket solutions for overcoming language problems with clients of various ethnic origins was mentioned the most often. It has been determined by contemporary, client-focused professional practice that this is a substantial difficulty for all different kinds of health care practitioners, regardless of their area of specialization. Managers should take into account the identified touch point elements, as well as a variety of diverse backgrounds and different geographical locations, in order to gain a more holistic and comprehensive understanding of the customer experience throughout the entire shopping and retailing experience.



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