

## **CUSTOMER SATISFACTION AND CUSTOMER LOYALTY OF THE COLD STORAGE INDUSTRY IN BANGKOK METROPOLITAN**

**San Maneehiya<sup>1</sup>, Rawida Wiriyakitjar<sup>2</sup>**

<sup>1,2</sup>School of Business, University of the Thai Chamber of Commerce, Thailand  
126/1 Vibhavadee-Rangsit Rd., Dindang, Bangkok 10400, Thailand

<sup>1</sup>san\_6690inter@hotmail.com, <sup>2</sup>rawida\_wir@utcc.ac.th

### **Abstract**

Cold storage and warehousing is becoming more and more a critical activity in the supply chain to outperform competitors on customer service, lead time, and costs. Cold storage industries is the backbone of agriculture industries, logistics and supply chains in which an important of Thailand including food processing industry that very popular in domestic and international countries. With the current circumstance cold storage industry is high market competition. According to within the competitive marketing environment, companies are faced with the many challenges to stay competitive. Companies are consistently trying to establish the relationship with customer by satisfying them as much as possible.

This research studies aim to investigate the customer satisfaction and customer loyalty of the cold storage industry in Bangkok Metropolitan. These support the following objectives: to study the relationship of marketing mix (7P's) to customer satisfaction and customer loyalty in the cold storage industry in Bangkok Metropolitan. The researcher distributed 400 questionnaires for the completion of the sample size. The data collected were processed the outcome with the SPSS program analyses. Descriptive statistics consist of frequency, mean, percentage, standard deviation, and inferential statistics such as t-Test, One-Way ANOVA and the analyses the different group of testing by multiple comparisons are using Fisher's Least-Significant Different (LSD). The result showed the customer perception toward in 7P's in marketing had impact positive on customer satisfaction, and customer satisfaction had a positive impact on customer loyalty. It is can be useful to determine their target market and market competitiveness and also to make a good in marketing mix plan in order to enhancing and develop marketing strategy to get the outcome of customer satisfaction and customer loyalty.



## Introduction

Trade Liberalization the service sector has affected the market competition. Especially, Thailand move forward to be Asian Economic Community (AEC). This is a high effect on market competition in business services. Cold storage is one of the business services is also affected by the liberalization, according to in quality of service and service charge. Nowadays, to develop in cold storage industries it is difficult to control. There are many cold storage industries to compete with the price-cutting on service on that how can they survive in the business. So, the customer satisfaction and customer loyalty are also important to them have awareness.

The objective of this study is to investigate and explore the customer satisfaction and customer loyalty of cold storage. This study only focuses on cold storage in Bangkok metropolitan such as Bangkok areas, Pathumthani, Nonthaburi, Samutprakarn, Samutsakorn, Nakhonpathom.

Cold storage is the core activity of warehousing and identifying a location where the goods a deposit and held until they are demanded usage. There are different size and shapes, and also different usage rate of the storage space. Typically, cold storage warehousing actually throughput activities such as receiving, transfer, handling, storage, picking, and expediting cold storage is the keys factors of import and exports in the countries and plays an important role in modern in global supply chains.

Cold storage industries is the backbone of agriculture industries, logistics and supply chains in which an important of Thailand including food processing

industry that very popular in domestic and international countries, because of in the way of life of consumers behavior have change to consumed inconvenience and quick that will be reflected on development of food processing industry need cold storage. Consequently, cold storage business is the new competition in the market. So, the entrepreneur those who want to invest in this kind of business have decision making in various factors even on the price war, flight over the customer, and service quality for customer satisfaction. However, in competition factors it depends on the efficiencies of each organization to conducting on quality of service, management system, ability to use technology in operations including responding in customer's need and want, building customer's relationship targeting that organization need to develop for survival in business.

The current situation, the number of cold storage has been increasing in the industry since the last decade. In Talad Thai areas a lot of infant cold storage industries and high competition industries in these sectors, cold storage entrepreneur needs to improve in service and strategic development to keep in existing customers and find new customers. The majority of cold storage customers around 50 – 70 percent are the retails customers, they have the ability to import product with less than a large company and re-purchase the imported product from the largest importer.

In addition, Chinese businessmen came to do business in Thailand and imported product from China. Rung Rueng Agri Food Co., Ltd. also have 8 – 15 Chinese customers. They are mostly imported China garlic, Onion, Orange and apple



from their country. Then, for the Thai retailers customers they are imported India Chilies from India and purchase product in by using our cold storage to store the product. (Mr. Soo Hean Lee & Ms. Aporn Maneehiya, Managing Directors of Rung Rueng Agri Food Co., Ltd.)

Currently, cold storage industries in Bangkok metropolitan there are 157 industries with 360,657.80 square meters are the register to commercial service in 2015; as the table below;

**Table 1** Cold storage industries registration in Bangkok metropolitan

No.	Area	Total
1	Bangkok	21
2	Pathumthani	25
3	Samutprakarn	16
4	Nakhonpathom	3
5	Nonthaburi	2
6	Samutsakhorn	43
7	Others	47
<b>Total</b>		<b>157</b>

*Source: Department of Internal Trade, Ministry of Commerce (2015)*

**Table 2** Cold storage registrations in the country

No.	Area	Total	Square Metre
1	Centre	157	360,657.80
2	North	37	33,826.64
3	North Eastern	61	5,673.68
4	Southern	40	23,892.74
5	Eastern	10	30,535.28
<b>Total</b>		<b>305</b>	<b>454,586.14</b>

*Source: Department of Internal Trade, Ministry of Commerce (2015)*

From the table, there are many competitors in the cold storage industry in Bangkok Metropolitan. Therefore, building relationship with customer satisfaction and customer loyalty is the most an important construct in this field of businesses.

The benefits of building relationship of customer satisfaction and customer

loyalty in services business should be highlighted to raise the attention in the service industry. Actually business can generate benefits if we can build long-term relationships with customers; the benefits will be included in the lower costs, higher sales volume and more profits. (Kalwani and Narakesari,1995).



Therefore, cold storage industries have to pay more attention for the change of customer behaviors, and apply effective strategies in customer satisfaction, acquisition, retention, and loyalty in both short terms and long terms development. From the various investigations of service industries, (Reichheld and Sasser, 1990) to illustrate that a loyal customer is cover the major part of the profits while the cost of maintaining customers is often lower than the promotion cost aiming at acquiring new customers.

Presently, cold storage industries are facing with over demand of the customer, some customer or importer, and exporter they have owned cold storage. So, the factor in servicing customer is a crucial to keep customer satisfaction and customer loyalty. According to cold storage is the important role and needs for Thailand as known as riches in agriculture product. Thailand is going forward to become a country's industries, cold storage is the benefiting to preserve for agriculture product, extending capital flow and develop marketing mechanism system in a country to grow in the future.

## Literature review

Currently, Warehouse is playing the more vital role than it ever has in success or failure in businesses (Frazelle, 2002). Cold storage warehousing is varying essential function in the operations of many organizations. They are provided for storage, distribution, consolidation of different types of cargos. Warehousing also that facility to provide in the right environmental conditions for storage of finished goods or materials required for the protection of security and safety (Gunasegaram et al., 1999). The

processes of warehouse need to be plan and control including inbound flow of handle, product to location assignment, product storage, stock order allocation, order batching and release, order picking, packing, value-added in logistic activity and shipment. (Ackerman and La Lande, 1980; Frazelle, 2002). The Storage and order picking are complexity, actually in labor-intensive processes in a determined performance of warehouse in the large part.

Basically, warehouse activity is concern about physical storage; retrieval of materials and the processing of information needed about the goods to store and handle data movement of goods. Typically, warehousing related to the major throughput activities such as receiving, transfer, handling, storage, picking and expediting.

According to the research on the topic of Customer satisfaction and customer loyalty of cold storage in Bangkok Metropolitan, Researcher have been studied the associated theories and concepts of other researchers to use as a source of this certain research, which are;

## Marketing mix (7'Ps)

The customer activity in service marketing is the most important approach to understanding what are the businesses to success? (Drucker, 1954; Levitt, 1960). The customer activity in service should be mainly understanding within the boundaries' interactions with service providers. The outcome through customer-interaction in marketing services aims to support in customer value creation. Consequently, the concepts of marketing mix and additional 7 P's of service marketing has



been important in different contexts and industries' differentiation. Thus, customer services play a crucial role of the industrial buyer's perceptions of the supplier's total product offering (Hutchison and Stolle 1968). Customer usually "expected in the service to be as much a part of what they buy as the product's service quality and price" Since cold storage is often viewed as encompass material management, manufacturing support and physical activity in storage of goods as related to all aspects of customer perspective.

The 7 P's of service marketing is a vital component of cold storage activity to contribute the level of customer service as company provided. Recently, increasing of industries services, customer has a lot of option and alternative to switch into others company services, they can easily switch over from services that who can provide in the better service at the lower costs. Hence, the marketing activities become more sophisticated in cold storage sector that is the great attention needs to be directed toward 7Ps in marketing such as product, price, place, promotion, people, process and physical evidence as related in customer lifecycle.

### **Product / Service**

The product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. (Kotler, 2000). The broadly defined product includes physical objective, service events, person, place organization ideas, or mixes of those entities. In case of service, the product is nil or minimal (Bang and Philipp, 2013).

The product is all components and elements are necessary to do a service in generating value for a customer. The product is an element of the marketing mix in which respecting and corporative leads to the customer satisfaction. Hence, cold storage services are critical features value-added more sophisticated in service quality as well as minimizes cost in operations.

### **Price**

Pricing has been a direct impact on customer satisfaction and the loyalty of customers (Consuegra et al., 2007; Bang and Phillip. 2013). In the cold storage industry, pricing it depends on electricity cost that firms have met and operations management cost and so on. If the charges price is not with fairness and competitiveness, the customer will be switching immediately. The customer now is becoming more sensitive to pricing and less loyal (Low, 2012). Many marketers investigated that the pricing is an important factor driving in different customer related variable such as customer satisfaction, customer attraction customer retention and customer loyalty (Low, 2012).

### **Place**

The place is the location of the customer receives the product and service. Place is defined in which service organization uses activity in setting service distribution (Friars et al., 1985; Howcroft, 1993; Daniel and Storey, 1997; Thornton and White, 2001). In kind of cold storage, the place is where customers buy a product/service in distributing appropriate and convenient for the customer that available in the right place, at the right time and in the right



quantity, while keeping storage and distribution costs to an acceptable level.

### **Promotion**

Promotion is the ways of company communicates what they do and can offer to the customers. Is activities including such as branding advertising, corporate identity, public relationship, sale management, special offers, exhibitions, and anything else give a customer a reason to choose the product rather than someone else's.

Promotion purpose should always be to create awareness and understanding of benefits of service among customer. Service promotion has defined the extension of company services use distribution channel and activities in setting a service distribution and elements in formulating a service promotion strategy (Bitner, 1992; Peattie et al., 1997; Amis et al., 1999; Ennew, Bannerjee, and Li, 2000).

### **People**

People are the component to provide product/service to the customer. In product and service providers the people can be an importance source of differentiation as well as a competitive advantage (Lovelock et al., 2007; Raj et al., 2014). In the service providers is defined in which a service organization is customer oriented in practicing it business; putting a customer in the heart of business activity (Drukker, 1968; Zeithaml et al., 1986; Narver and Slater, 1990; Deshpande et al., 1993; Slater and Narver, 1994; Chang and Chen, 1998; Doyle, 1999). Therefore, in cold storage, the employee's attention should be focused on service quality and to develop their service skill consistently. Many

arguments were that the employee (People) is crucial of the firms who represented the organization to the customer.

### **Process**

In the process of service is the giving services and the behavior of those who deliver are crucial to customer satisfaction. The process could be a great source of competitive advantage if used wisely. According to the cold storage, a service process has defined the extent to which organization services set to customer oriented and systematic procedures for the achievement service delivery process. The dimension of the process refers to the mechanisms, procedures, and activities flow by which the offering is delivered (Booms and Bitner, 1981).

### **Physical evidence**

Service to customers often intangible and customer cannot assess their quality as well, so, the customers use the service environment as importance to substitute for quality (Shanker, 2002). Service environment also call physical evidence related style and appearance of physical surrounding and others elements experiential to encountered to customer in sites of service delivery (Lovelock et al., 2007; Klause and Maklan, 2012). The Physical evidence also importance for cold storage because it conveys to the customer in the external image of service package (Miles et al., 2012). Physical evidence are crucial that is refer to environment and facilities needs by the firms to provide service to customer and can prevent that a customer leave the company without any purchase service from others.

## Customer satisfaction

Many researchers were measures on Customer satisfaction are how the product and services supplied by the firms to customer expectation. Customer Satisfaction is defined as the overall level of attainment of a customer's expectations. (Akinboadeet al., 2012). According to the general of customer satisfaction are focusing on perceived value, and satisfaction as modeled within a confirmation/disconfirmation paradigm (Krampf et al., 2003).

Customer satisfaction in kind of cold storage is the pleasure and well being feeling on that are they got or expected from the company in services. The satisfaction is depending on the level of pleasure or displeasure in originating from their expectation of the services.

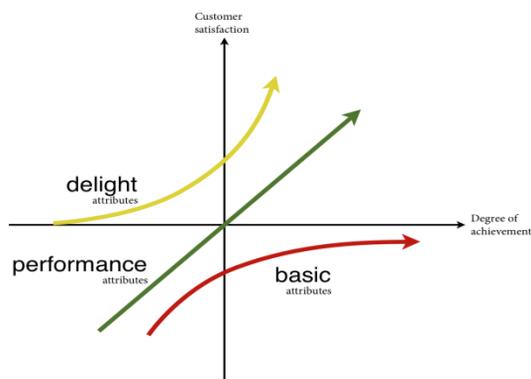
Accordingly the satisfaction is the consumer's fulfillment response in judgment on a product and services feature or the product/ service itself.

## Theoretical foundations for customer satisfaction

Theoretical models in the conceptualization of Customer Satisfaction are constructed in three models such as Kano's Model, Disconfirmation of expectations model, and American customer satisfaction model (ACSM). Each model is classified as below;

### The Kano model

Kano models classify a product or service are attributed to how are they perceived value by customer affected on customer satisfaction.



**Figure 1** Kano model diagram

According to the researcher contributed that service or product attributes into three categories indifferently on customer satisfaction will be affected of each category such as basic factors, performance factors, and excitement

factors (Chen et al., 2011). Consequently, this model explains how customer satisfactions are changed as customer requirements are met through a product or service.

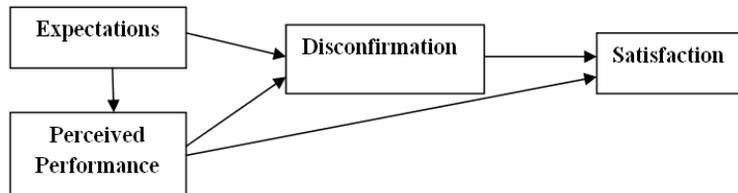
**Basic attributes** are the expected attributes or “musts” of a product/service, and could not provide an opportunity for product or service differentiation. Increasing the performance of these attributes provides diminishing returns in terms of customer satisfaction.

**Performance attributes** generally are better; it will be improving customer satisfaction. If they are weak on their performance attribute can reduce customer satisfaction. The price of service for which customer is willing to pay for a product or service is closely tied

in the performance attributes. For example, for cold storage customer, they will be willing to pay more for a service if provide them with quality in service and make them satisfaction.

**Excitement attributes** are unexpected need by customers but can be in high levels result of customer satisfaction. In a market competitive where are the industrial “service provided similar performance providing excitement attributes the unexpected need of customer can provided competitiveness advantage.

### The theory of expectancy disconfirmation model



**Figure 2** The theory of expectancy disconfirmation

This theory can be measured in the customer satisfaction from perceived quality of products or services in order to measure the customer’s satisfaction. Expectancy Disconfirmation Theory has two variables are the expectation or desire and experience or perceived performance. The expectation is related to the pre-purchased time period that a customer has initial expectation or desire about a specific performance such as quality of products or services. Experience or perceived performance is related to the after- purchase time period

that the customer gets the experience after perceiving a real performance such as quality of a specific product or service.

According to in this circumstance cold storage industry is high market competition. The designing in qualified of products and services will be more successful in attracting customer satisfaction. So, Expectancy Disconfirmation Theory is an empowerment tool to measure customer’s satisfaction and ability to cover in the relationship among these



concepts. This study focuses on a review of “Expectancy Disconfirmation Theory” (EDT) as a famous theory in measuring customer’s satisfaction.

However, Confirmed expectations will occur when the expectation of customer match the standard with the customer perceptions. In another word, when customer expectation is the lower than on their expectation it will be negative disconfirmation (Spreng and Chiou, 2002). A positive disconfirmation can be lead to in the positive of word-of-mouth (WOM) and customer retention. The Negative disconfirmation will occur when the worse of performance standard. So, in comparison to customer expectations to their perceptions leads in expectations confirmed or disconfirmed.

### **American customer satisfaction model (ACSM)**

American customer satisfaction model (ACSM) method is arranged method casual related to perceived value, perceived quality, customers expectation, re-purchase likelihood, price tolerance, and customer complaints to customer satisfaction.

Consequently, all of those things are the both of backward and forward looking it too depicts in both of customer's past experience and their future in attitude toward a product or services such as in analytical and predictive value.

In addition, the American Customer Satisfaction Model (ACSM) is can be successful in adapted to various products and services (Fornell et al., 1996). Customers satisfaction can be able to measure either on a single-item scale (Bloemer et al., 1998; Cronin and Taylor, 1992) or a multi-item construct assessing

of each component in services to customer satisfaction (Agus et al., 2007; Akinboade et al., 2012; Sureshchandar et al., 2002).

Although a various scales are simples, that is not possible to assess in various dimensions or the reliability in a single item. In this study, researcher assessed in customer satisfaction based on the multi-item construct.

### **Customer loyalty**

Loyalty has been studies broadly in the literature review in the marketing and is a crucial concept of marketing management strategies. Accordingly, the loyalty has been defined deeply by a commitment to re-purchase in a product or service consistently in the future.

Many research agreed that on the Loyal customer is *“more valuable for the business than merely satisfied customers because they create longer-term value for the company. Loyalty from customers would sustain a company creating value for employees and investors.”*

### **Theoretical Foundations for Customer Loyalty**

Many researchers have stated that the Loyalty or loyal customer is the lifeblood's as firms regardless of its scale in the business scope. Oliver (1999) found that to keep a customer loyalty is a crucial factor for business to maximize their profits. Ailawadi and Keller (2004) agreed that to increase a profit have to keep the customer is loyal.

The researcher studies keep loyal in customer can be the result of maximizing increase profits in retailer as a customer purchase in a high percentage of



merchandise from retailers. Martenson (2007) studies on the store loyalty of customer in the local context in analyzing corporate brand image and the factors satisfaction the effect on the store loyalty. Bloemer and Oderkeken-Schroder (2002) found the relationship between store satisfaction and store loyalty, as a customer by assessing of store image will be a positive affected on store satisfaction as well as in turn lead to store loyalty.

Many authors have stated that to increase customer loyalty will be increased profits, reduced costs to acquire new customers, and decrease costs to serve customers (Reichheld and Sasser, 1990). The increasing market competition, particularly in the service industry, has caused firms become a very concerned in attracting potential customers and try to maintain long-term relationships with their current customers (Jamil and Aryaty, 2010).

According to Uncles *et al.*, to studies in customer loyalty can be classified into various categories such as;

1. Attitudinal-loyalty to the product or service whereby in the customers have a favorable to sets of stated belief towards the product or service has been purchasing.
2. Behavioral-loyalty to the product or service where the loyalty to a certain product or services is mainly defined with reference to the pattern of past purchasing.
3. Co-determinants of purchasing the product or services where loyalty is moderated by contingency in variables such as individual's current circumstances, their characteristics, and/or the purchasing situation faced.

## **The relationship between customer satisfaction and customer loyalty**

Customer satisfaction is the starting point to create the customer loyalty. Customer loyalty it will improve the image of the firms. However, the relationship of the customer in the long-term will be affected indirectly by customer loyalty (Gandolfo, 2010;5). In the business activities, the firms try to improve the customer satisfaction in according to reduce customer dissatisfaction, attracting new customer and keep maintain an existing customer.

Customer satisfaction and customer loyalty can help the companies to achieve market and financial objectives. (e.g., Heskett et al., 1997, Oliver et al., 1997; Fornell, 1992). However many companies delivered satisfaction in anticipation of gaining their customer's loyalty (Oliver, 1999).

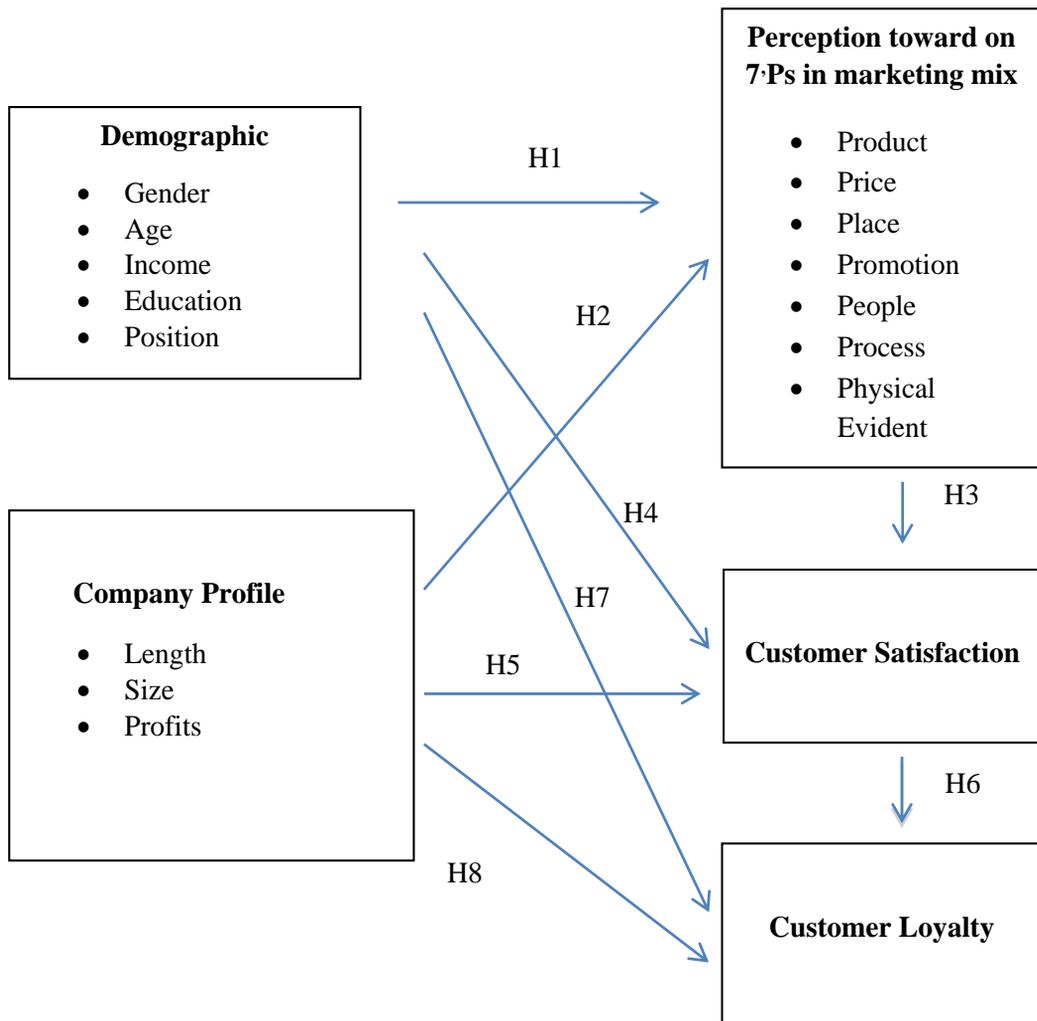
Some research has studies in the customer loyalty were emphasized on the effort to analyze the factors influenced on the customer satisfaction (Bolton & Bramlett, 2000; Fornell & Wernerfelt, 2002). Expectation of customer satisfaction and customer loyalty is the reaction responding to actual quality performance of product or service.

According to Hallowell (1996; 20) found that in the connection between customer satisfaction, customer loyalty and profitable are related factors to strong positive on product and service. However, there are some customers who will never be satisfied or will never be profitable of the product or service of cold storage so, the firms should be creating or build-up the quality

performance on their product or service to gaining a level of profitable. Consequently, customer satisfaction has the strong positive effect on customer loyalty in the wide range of product and service (Gustafsson, 2005; 129). Customer satisfaction and customer loyalty is an important factor for the long-terms relationship between the firms and customers.

## Research conceptual framework

This conceptual framework was conducted based on the literature review to study about “Customer Satisfaction and Customer Loyalty of Cold Storage Industries in Bangkok Metropolitan



**Figure 3** Conceptual framework for the research



## Methodology

### Research design

In order to conduct the research, the information was collected from a customer who purchases of cold storage in Bangkok metropolitan. The questionnaire of this study was adapted from the result factors analysis of critical success factors and customer expectation of cold storage industries.

### Populations and sample

In this study, the population used in this research is the customers, who purchase a service of cold storage industries in Bangkok metropolitan. Researcher will adopt 400 questionnaires to respondents who are purchase of cold storage service industries in Bangkok metropolitan. Therefore, the researcher uses the formula of Cochran W.G. 1953 to find the number of population for this study.

For calculating sample size, this study will adopt on the sample size formulation from Cochran, W.G. 1953

$$n = P(1-P) Z^2 / d^2 \quad (1)$$

Which:

n is the required size for sample  
 P is the proportion of population that the researcher requires (0.05)  
 Z is the confidence of the researcher to defined the level of statistical significance  
 d is the proportion of error that is allowed to happen  
 so:

$$n = 0.5(1-0.5) (1.96)^2 / (0.05)^2$$

$$n = 384.16$$

### Sampling strategy

The sampling in this study to separate in the multi-stage of research in Bangkok metropolitan, which is the researcher use random techniques to distributed to each cold room storage in each zone. Therefore, in the research study include two parts of the variable are consists of dependent variable and independent variable are as follow;

Dependent variables: customer loyalty, there are two variable to measure of customer loyalty consist of behavior and attitudinal and Independent variable: the alternative choice of company demographics such as gender, age, income and occupations and 7 P's in marketing mix consists of product/service, price, place, promotion, people, process and physical evidence. All those variables are measured by using one item require responds on the five point Likert-scale where "1" is indicated in the least favorable responds alternative (highly dissatisfied or never recommended) and "5" is indicated that in the most favorable responds alternative (very satisfied or strongly recommend etc.)

### Data analysis

In this research there were three part of statistical analysis in the following;

**First part** is Descriptive statistical analysis. The researcher used frequency and percentage, to describe the demography characteristic that including gender, age, income, education and company profiles including position, establish, size, and profits.

**Second part** is agreement level analysis. The researcher used mean and standard

deviation to describe on the agreement level of the marketing mix (7P's) customer satisfaction and customer loyalty.

**Third part** is Hypothesis testing. The researcher used T-test to statistical analysis of gender and used one way ANOVA to find the demographic and company profiles have relationship between the perception of 7's toward marketing mix, customer satisfaction and customer loyalty. If the analysis found the different group of testing, the research will use multiple comparisons by using Fisher's Least-Significant Different (LSD). Then, the researcher used multiple regressions to find the

relationship between customer satisfaction toward marketing mix (7P's) then the used the multiple regressions to find the relationship between customer satisfaction and customer loyalty.

### Data collection

The researcher used convenience-sampling method in collecting data by conveniences to distribute for respondents in Bangkok metropolitan. The researcher distributed 400 questionnaires. All questionnaires distributed to the customer of cold storage industries randomly to selecting from cold storage industries in Bangkok metropolitan as below table.

**Table 3** The number of data collection of cold storage industries separate by zone

Data collection of cold storage industries in each zone		
Zone/Area	Convenience to collect Questionnaire	Percentage of respondents
Bangkok	35	9%
Pathumthani	279	70%
Samutprakarn	32	8%
Nakhornpathom	20	5%
Nonthaburi	0	0%
Samutsakhorn	34	8%
<b>Total</b>	<b>400</b>	<b>100%</b>

From the table researcher is convenience to collect data most in Pathumthani province at Talad Thai Market areas, due to the areas there are many of cold storage industries. The collected data was 279 questionnaires and were distributed questionnaire with 15 cold storage industries in these areas. Whereas, Nonthaburi province the researches cannot collect data in this area due to researcher cannot access and is not

relationship's connection with this areas of cold storage industries. Bangkok area was 35 questionnaires of data collected. Samutsakhorn was 34 questionnaires were collected data at Chainavee Cold Storage Co., Ltd. and Pacific Cold Storage Co., Ltd. Samutprakarn were collected data at Bangplee district was 32 of questionnaires and Nakhornpathom province was collected 20 of questionnaire.



## Data analysis and results

### The demographic information

The demographic information includes the number of 400 usable samples. The gender information, majority of respondents is male 222 persons (55.5%), and the rest are female 178 persons (44.5%). Ages 21-30 years old is biggest part of the sample (38.5%). The second most group of age is 31-40 years old (35.3%). The third group of age is 41-50 years old (16.8%). The respondents age 50 years and above (5.0%). The last group is the respondent who is 20 years old and under (4.5%). Income section, the majority of respondent's income is 25,000 – 50,000 baht (44.3%). Income is less than 25,000 baht (43.0%). Income 50,000 – 75,000 baht, (5.8%). Income more than 100,000 baht and income 75,000 – 100,000 are equal 2.0%. The biggest part of education is the group of bachelor degree (56.0%). Diploma level (16.3%) Lower than the diploma (15.5%). Master degree (9.3%). Master degree and above (3.0%). The percentage divided by position / department. The majority of respondent are sales and marketing position are mostly effect to purchase a service of cold storage, which has 124 or (31.0%). The others position is also biggest groups are effect to purchase a service of cold storage. The others position from this research studies is respondent who is the owner, warehouse position, and transport position, there is 122 or (30.5%). Import and Export position (23.5%). Purchase position (15.0%).

### The company profiles information

The company profiles information with 400 usable samples found that the majority of business lengths in company establish the respondent coming from 6 – 10 years. There are highest percentages with 31.5%. Second most groups is 1-5 years is 19.5%. Third group is companies establish more than 20 years and above is 18.0%. The companies establish 11 – 15 years is 17.5 %. The last group is 16-20 years is 13.5 %. Then, Second factor of company profiles is size of company or employee, found that employee 31-60 is the biggest part of the samples with 35.3%. The employee less than 30 employees is 30.8%. The companies have 61-90 employee is 15.3% percent. Then, the similar respondents come from companies establish more than 120 employee and 91-110 employees are 10.3% and 8.5%. The last factor of company profiles is profits were found that the majority of companies profit more than 1,000,000 baht with 65.5%. Second group is the company profits 600,000 – 900,000 baht which has 20%. Third, the company profit 300,000-600,000 is 8% and the last group from company profits 100,000 – 300,000 baht with 6.5 %. In addition, there is no respondent come from company's profits less than 100,000 baht.

### Descriptive analysis

The level of agreement from respondent on 7P on marketing mixes such as product, price, place, promotion, people, process, and physical evidence were collected data from who is purchase in services of cold storage in Bangkok



metropolitan is satisfied as agree level. Compare to each item is shows that, people is highest considered by the customer which has mean 4.09 and .571 standard deviation. Second, place mean is 4.05. Third, process means is equal to 4.04 and the standard deviation is .536. Fourth, the product is equal to 4.02 and .554 of standard deviation. Fifth, price means is 3.94 and .594 of standard deviation. Sixth, the physical evident

mean is 3.87 and the standard deviation is .664. The last is the promotion as the lower score of mean in 7P in marketing mix which has 3.72 and .664 of standard deviation. Customer respondent's questionnaire is satisfaction in service of cold storage is equal to 4.01 and .654 of standard deviation, which is considered as agreed level and customer loyalty is 4.04.and standard deviation is .549.

**Table 4** Level agreement for marketing mix, Customer satisfaction and Customer Loyalty

Description	Mean	Std. Deviation	Level of Agreement
Product	4.02	.554	Agree
Price	3.94	.594	Agree
Place	4.05	.615	Agree
Promotion	3.72	.664	Agree
People	4.09	.571	Agree
Process	4.04	.536	Agree
Physical evident	3.87	.664	Agree
Customer satisfaction	4.01	.654	Agree
Customer loyalty	4.04	.549	Agree

**Summary of hypothesis testing**

In this section, it is the summary of hypothesis testing as mentioned in chapter 2. The hypothesis testing is

analyzed on demographic, company profiles, 7Ps in marketing mix such as product, price, place, promotion, people, process, and physical evidence, customer satisfaction and customer loyalty as the following table;

**Table 5** Summary of all hypotheses

Description	Result
H1: Demographics has effect in perception toward on 7'Ps in Marketing mix	Partial supported
H2: Company profiles have effect in perception toward on 7'Ps in Marketing mix	Partial supported
H3: The perception toward on 7'Ps in marketing mix has effect on customer satisfaction	Partial supported
H4: Demographic has effect on customer satisfaction	Not accepted
H5: Company profile has effect on customer satisfaction	Not accepted
H6: Customer satisfaction has effect on customer loyalty	Accepted
H7: Demographic has effect on customer loyalty	Partial supported
H8: Company profile has effect on customer loyalty	Not accepted

According to above all of hypothesis will be support more information in the next part of discussion.

## Conclusion, discussion and recommendation

### Conclusion

The conclusion from the overall study is explained based on the research objectives as following;

#### Objective 1

**To study the perception toward on 7 P's in marketing mix in the cold storage industry in Bangkok Metropolitan.**

According to the collected data 400 respondents, the male is 222 or 55.5 percent and female is 178 or 44.5 percent. The perception toward on 7'Ps in marketing mix such as product, price, place, promotion, people, process, and physical evidence, can be summarized that all items of the marketing mix are

agreed on the level which is considered of the mean of each item. Therefore, the total as follows; the product is 4.02, the price is 3.94, the place is 4.05, promotion is 3.72, people is 4.09, the process is 4.04 and physical evidence is 3.87.

#### Objective 2

**To study the level of customer satisfaction in the cold storage industry in Bangkok Metropolitan.**

From the research study is found the results of data analysis on the level of agreement in customer satisfaction, the total mean which has 4.01 and the standard deviation is 0.648 was shown at the agree on the level.

#### Objective 3

**To study the level of customer loyalty in the cold storage industry in Bangkok Metropolitan.**

The investigated from the research study of customer loyalty cold storage industries in Bangkok metropolitan found that the total mean of customer loyalty is 4.04 and 0.549 of standard



deviation. This is considered in agree on the level.

#### **Objective 4**

**To study the factors effect of customer satisfaction and customer loyalty in of cold storage industry in Bangkok Metropolitan.**

Regarding the multiple regressions analyzed of 7 P's marketing mix effect on customer satisfaction was found that the R square is 30 percent and P-value is 0.000. Then, the significant level of process and physical evidence are 0.000 and 0.010. The result can be indicated that process and physical evidence are the factor effect on customer satisfaction of cold storage industry in Bangkok metropolitan. Therefore, customer satisfaction factors have the effect of customer loyalty. From the analyzed regression of customer loyalty was found that the demographic by divided by income factors effect on customer loyalty, which has P-value 0.027.

#### **Objective 5**

**To study if customer satisfaction affects customer loyalty in the cold storage industry in Bangkok Metropolitan.**

According to the investigated for cold storage's owned by an interview in the primary information, if customer satisfies in the factors of the marketing mix in the product, price, place, promotion, people, process, and physical evidence they will be affected on customer loyalty. Hence, if customer loyalty in which cold storage they are willing to advise and introduce to the others.

## **Discussion**

This part will be discussing the result of the hypothesis test with the literature review or theory for more understanding in the recent situation of customer satisfaction and customer loyalty. According to the objectives of this study “customer satisfaction and customer loyalty of the cold storage industry in Bangkok metropolitan is the importance of the overall study. Therefore, from the research study in all hypotheses tested can be discussed and summarizing as following:

### **H 1: Demographic has effect in perception on 7'Ps in marketing mix.**

From statistical analysis in hypothesis 1 by using T-test to analyze the gender and used one way ANOVA to analyze the factors has effect in the perception on 7'Ps in Marketing mix found that, some factors of 7'Ps in marketing mix has different to consider in recognize of cold storage in Bangkok metropolitan and some factors are not different to consider in recognize of cold storage in Bangkok metropolitan.

However, from statistically analysis indicated that the gender has the effect of product /service. Age has the effect of product/ service, people, and process. Income has affected product/ service and process. The position has affected promotion. Therefore, H 1 is partially supported.

According to review literature found that the persons with different demographics characteristic would have different ideas and decision in consumption (Laroche et al., 2001; Syed, 2003)

### **H 2: Company profiles have effect in perception on 7'Ps in marketing mix.**



From the statistical analysis in hypothesis 2 by using one-way ANOVA to analyze the factors has effect in the perception on 7'Ps in Marketing mix found that some of the company profiles factors have affected on 7'Ps in marketing to recognize of cold storage in Bangkok metropolitan. The results of statistical analysis in company profiles ware found that Length (establish) and Size (employee) have affected in place and physical evidence. Whereas, profit does not affected in perceptions on 7'Ps in the marketing mix. Therefore, H 2 is partially supported.

Regarding the related literature review was found that the customer with high company income including profits would have different style to consumption of the product (Schiffman and Kunak, 2003)

**H 3: The perception toward on 7'Ps in marketing mix has effect on customer satisfaction.**

This hypothesis is accepted with indicate the significant ( P- value) is 0.000. Therefore, considered the multiple regressions on 7'Ps marketing mix with customer satisfaction, the variance can predict the constant is: customer satisfaction = 1.038 + -0.046 (Product) +0.072 (Price) +0.027 (Place) + -0.009 (Promotion) + 0.122 (People) + 0.428 (Process) + 0.147 (Physical evident). According to in the review literature also the perception toward on 7'Ps in the marketing mix is affective of customer satisfaction, it could be defined the overall experience of purchasing and using a product or services (Spreng et al 1993, p.52). Consuegra et al, 2007: Bang and Phillip 2003, found that pricing has been the direct impact on customer satisfaction and the loyalty customer. The largest cold storage has to manage

more efficiently and less cost of production and service, cold storage warehousing management objective to efficiently and effectively coordinate warehouse process and activities (Harmom, 1993). According to the cold storage and warehouse process throughput activities including receiving, transfer, handling, storage, picking and expediting.

**H 4: Demographic has effect on customer satisfaction.**

This hypothesis using T-test to analyze the gender and used one-way ANOVA to analyze the factors have effect on customer satisfaction found that gender age, income, education and position factors have not effect on customer satisfaction metropolitan which has statistically significant level is higher than 0.05. Therefore, H 4 is not supported. Therefore, the literature review was researched by Biao Xie and Suthawan Chairapanda (2013), found that female have significant effect to purchase intention of the electronic cooking appliance more than male. Age affected on the demand of a certain product and service (Pro1996) and Laroche et al., 2001; Syed, 2003 were literature that the factors of gender, age, education, profession and income to consumed in a different kind of product and service. Whereas, research study about cold storage the demographics is not significantly.

**H 5: Company profiles have effect on customer satisfaction.**

This hypothesis using one-way ANOVA to analyze the factors has the effect on customer satisfaction found that length, size and profits factors have no effect on customer satisfaction metropolitan which



has statistically significant level is higher than 0.05. Therefore, H 5 is not supported. Consider the fact that length, size, and profits are not favorable by customer satisfaction accordingly. Due to the cold storage industry business is a business to business (B2B). Most of the business to business company's customer and their purchase of the product/services are more complex than business to customer (B2C). Indeed, a business to a business company is most requires on a company's purchase experience, which is called customer-experience. Williams, A. (2006) point out that the marketing in the industry is always experiential, where the main concern is to extract the quintessence of the product and apply to it intangible, physical and interactive experiences.

**H 6: Customer satisfaction has effect on customer loyalty.**

This hypothesis showed that the significant is 0.000, Adjust R square is equal to 31 percent with F is 182.584. The  $R^2 = 31$  percent whereas the F value is 182.584. Therefore, H 5 is accepted. Hence customer satisfaction and customer loyalty have relationship accordingly. However, from literature review found that customer satisfaction has the strong positive effect on customer loyalty in the wide range of product and service (Gustafsson, 2005; 129). The researcher agrees that customer satisfaction and customer loyalty is an important factor for a long-term relationship between the firms and customers.

**H 7: Demographic has effect on customer loyalty.**

From statistical analysis in hypothesis 7 by using T-test to analyze the gender and

used one way ANOVA to analyze the factors has effect on customer loyalty found that some factors of demographics have effect on customer loyalty, chapter 4 in the table 4.3.21 indicated that customer has different of income has loyalty of cold storage in Bangkok metropolitan with significant level is 0.04. The researcher also found that the group of income less than 25,000 baht has customer loyalty has different from the group income 50,000 baht – 75,000 baht. And the table 4.3.22 indicated that customer has different of education has the loyalty of cold storage in Bangkok metropolitan with significant level is 0.03. Whereas, gender, age, and position are not differenced on the factors on customer loyalty. Hence, H 1 is partially supported.

According to, Laroche et al., 2001; Syed, 2003 were literature that the factors of gender, age, education, profession and income to consumed in a different kind of product and service. Therefore, a loyalty is the degree to which a customer exhibits repeats purchasing behaviors from a service provider, processes a positive attitude disposition toward the provider, and consider only this provider when a need for this service arises (Gremler and Brown, 1996).

**H 8: Company profiles have effect on customer loyalty.**

This hypothesis using one way ANOVA to analyze the factors has the effect on customer loyalty found that length, size, and profits factors have no effect on customer satisfaction metropolitan which has statistically significant level is higher than 0.05. Therefore, H 8 is not supported.



Generally, from the research study in review literature most indicated that customer loyalty is the behaviors and attitude. However, Researcher recommended that since the loyalty in business to a business company is related to the long-term relationship together which is not much necessary to related to company length, size and profits. Furthermore, the benefit of relationship is the costs of serving loyal customers are lower and less sensitive towards price change. This is recommended based on experience. According to, attitude loyalty represents a higher-order, long-term commitment of a customer to the organization that cannot be inferred by observing customer repeat purchase only (Shankar, Smith and Rangaswamy, 2003).

## Recommendations

### Recommendation in this research

This research can be known about of customer satisfaction and customer loyalty of cold storage industries in Bangkok metropolitan. It will be useful for the organizations, entrepreneurs and who is relevant in the business field of cold storage industry to be the guideline in the development plan to improve services to consistent with customer requirements and highest satisfaction. The researcher is taking research result of the lower, highest average and significant level of each factor effect on customer satisfaction and customer loyalty to recommend and suggest the following;

1. In demographics factor found that age and income are affected on perception toward on 7'Ps in marketing mix which is product/service, process, and people.

However, the entrepreneurs need to maintain product/ service, process and people to be better to offer a customer. For cold storage industry, gender is not affected but for some business gender affected in their product such as a research of Biao Xie and Suthawan Chirapanda, (2013), found that females have significant effect to the purchase intention of the electronic cooking appliance more than males.

2. In company profiles, the factor indicated that length and size affect on perception toward on 7'Ps in the marketing mix. Due to it would be the longest relationship and familiar working together. Whereas, company profits are not affected. In order to stay competitive the current situation. The company should not only provide the quality of service, it is also necessary to know how to deal with a customer. It should be realized on building and maintain a long-term relationship between company and others related parties which consistent the research study is the goal of relationship marketing is to establish a permanent relationship with customers, maintaining and developing them in order to increase overall market share (Stone et al., 2000).

3. In marketing, mix factors are product/ service, price, place, promotion, people, process and physical evidence. researcher consider in the various factor in customer highest agreement of each item as following;

**Product/Service:** customer strong agree is the company has a good safety for cold storage, the company offer good quality of product/service and the company has good hygiene practices. Such a safety and quality of cold storage services is very important to keep customer



satisfaction and loyalty. Whereas, the company provides a variety of service to support customer requirement and the company focuses on customer requirement is lower agree by the customer. In order to fulfill customer requirement, the entrepreneur needs to support a variety and size of cold storage rental services, for example, a company has both of rental service such seafood cold storage and fresh fruit and vegetables cold storage.

**Price:** the highest agreement is the company offer in the reasonable price and the company offers satisfactory value of customer paid. Whereas, the company has a consistent price policy is lower agree by the customer. The research study, some cold storage industry has not consistent price policy. Due to some cold storage offer, a variety of product to the customer can be stored in cold storage. It, not easy tasks to set the standard price. Thus, cold storage's entrepreneurs need to find the way in standard price setting to offer in each customer. Pricing is part of customers cost that they meet and to obtain wanted of their benefits (Zeithaml, 1998). Form research study of cold storage in Bangkok metropolitan almost offers the reasonable price to the customer. With the high market competition of cold storage, the cold storage's entrepreneur needs to cooperate in pricing policy to avoid arguing customers. Because the price is affected to the customer. The studied were recommended by (Consuegra et al., 2007; Bang and Phillip. 2013) is pricing has been the direct impact on customers satisfaction and the loyalty of customers.

**Place:** the company has convenient transportation, and the company has is

crucial for a customer to select the location of cold storage to store the product. If they select the right location it will help to minimize the cost of transportation. ( Friars et al. , 1985; Howcroft, 1993; Daniel and Storey, 1997; Thornton and White, 2001) research recommended that the place is where customers buy a product/service in distributing appropriate and convenient for the customer that available in the right place, at the right time and in the right quantity.

**Promotion:** the highest agreement is the company offers more benefit for the member or existing customer, and the company offers more discount and meet your requirement. Therefore, promotional activities are like to build the relationship with the customer to get satisfied and retention in product/ services. However, creating promotion offer to customers must concern about the true cost of cold storage management. Some cases of product damage in storage, the firms have to accept the cost will be occurring to compensate to the customer.

**People:** from the questionnaire survey of cold storage services in Bangkok metropolitan found that the respondent high agrees with staff has friendly with the customer. Whereas, lower agree is staff has knowledge and skill. Hence, the organizations need to create training activity for the employee to get more knowledge and skills in customer services. As per research studied suggested that the way services are delivered by the people can be an important source of differentiation as well as competitive advantage (Lovelock et al., 2007; Raj et al., 2014).



**Process:** according to cold storage and warehouse processes throughput activities including receiving, transfer, handling, storage, picking and expediting. Refer to respondent's questionnaire suggested with high agree factors of cold storage services in Bangkok metropolitan are staff give careful of goods in storage, the speed of service, and staff gives careful of goods in storage. Therefore, if the firms maintain a good process of services management. It will increase customer and customer retention. For the others businesses field in services like banking. In banking services, customer satisfaction mainly depends on the process of delivery (Shamah, 2013). So, cold storage services industry is also the same.

**Physical evident:** according to the respondent's questionnaire most agree is the company has a good facilities environment. The lower agreement is the company in an appealing cold storage atmosphere. As we known, physical evidence is often intangible. So, the organization and entrepreneurs need to realize about atmosphere and environment is important and would be customer impression and customer retention. As per research recommended that the physical evidence also importance for cold storage because it conveys to the customer in the external image of service package (Miles et al., 2012). However, the recommended from

this research study by customer use a service of cold storage in Bangkok metropolitan such as inadequate of light surrounding the company, no guest room for a customer. So, organization and entrepreneurs need to develop and offer to a customer when they come to use cold storage services. Physical surroundings and others experiential elements encounter by customers at service delivery sites (Lovelock et al., 2007: Klaus and Maklan, 2012).

## **Recommendation for the future research**

1. This research used questionnaire instrument to collect data only. For the future research, the researcher recommends further investigation to the qualitative method, it means that to collect data by interview from the customer directly, which to get an accurate data.
2. For the future research, researchers should collect the sampling for others region and others province.
3. The study only focuses on 7Ps in marketing mix affected on customer satisfaction and customer loyalty. There are others variable might be affected by customer satisfaction and customer loyalty. Therefore, the future researchers may investigate on more variable such as SEQUAL analysis to customer expectation and satisfaction.



## References

- Ackerman, K.B. and La Londe, B.J. (1980, "Making warehousing more efficient". Harvard Business Review, Vol. 58No.2, pp.102-94
- Akrani, G., (2010). Marketing Mix and 4 Ps of Marketing - Management Article. Retrieved from <http://goo.gl/Okged> on June 21, 2012.
- Anderson, E.A., Sullivan, M.W., 1993. The antecedents and consequences of customer satisfaction for firms. *Mark. Sci.* 12, 125–144.
- Bode, J. Measuring short-term air conditioner demand reductions for operations and settlement. Lawrence Berkeley National Laboratory, LBNL-5330E.
- C. Clifford Defee, Brent Williams, Wesley S. Randall, Rodney Thomas. .2010An inventory of theory in logistics and SCM research. *The International Journal of Logistics Management* 3:21, .489-404
- Carman, J.M., 1990. Consumer perceptions of service quality: an assessment of the SERVQUAL dimensions. *J. Retail.* 66, 35–55.
- De Koster, M.B.M. and Warffemius, P.M.J. (2005), "American, Asian and third-party international warehouse operations in Europe: a performance comparison", *International Journal of Operations & Production Management*, Vol. 25 No. 8, pp. 762-780.
- De Koster, M.B.M., Le-Duc, T. and Roodbergen, K.J. (2007), "Design and control of warehouse order picking: a literature.
- Dick, A. S. and Basu, K. (1994). Customer Loyalty: Toward an Integrated Conceptual Framework. *Journal of the Academy of Marketing Science*, 22, 99-113.
- Estelami, H. (2003b), "Strategic implications of a multi- dimensional pricing environment", *Journal of Product & Brand Management*, Vol. 12 No. 5, pp. 322-34.
- Frazelle, E.H. (2002), *World-Class Warehousing and Material Handling*, McGraw-Hill, New York, NY.
- Gu, J., Goetschalckx, M. and McGinnis, L.F. (2010), "Research on warehouse design and performance evaluation: a comprehensive review", *European Journal of Operational Research*, Vol. 203 No. 3, pp. 539-549.
- Gustafsson, A., Nilsson, L., Johnson, M.D., 2003. The role of quality practices in service organizations. *Int. J. Serv. Ind. Manag.* 14 (2), 232–244.
- Koopmans, T.C. (1951), "An analysis of production as an efficient combination of activities", in Koopmans, T.C. (Ed.), *Activity Analysis of Production and Allocation*, Cowels Commission for Research in Economics, Monograph No. 13, Willey, New York, NY.



- Kotler, P. and Bliemel, F. (2001), *Marketing-management: Analyse, Planung und Verwirklichung*, Schaeffer-Poeschel, Stuttgart.
- Kotler, P. and Gertner, D. (2002), "Country as brand, product, and beyond: a place marketing and brand management perspective", *Journal of Brand Management*, Vol. 9 Nos 4/5, pp. 249-61.
- Kotler, P., Asplund, C., Rein, I. and Haider, D. (1999), *Marketing Places Europe: Attracting Investments, Industries, Residents and Visitors to European Cities, Communities, Regions and Nations*, Prentice-Hall, Harlow.
- Kotler, P., Haider, D.H. and Rein, I. (1993), *Marketing Places*, The Free Press, New York, NY.
- Krishnamurthi, L. and Raj, S.P. (1991). A Empirical Analysis of The Relationship Between Brand Loyalty And Consumer Price Elasticity. *Marketing Science*, 10 (2), 172-83.
- Lin, Y., Su, H.Y. and Chien, S. (2006), "A knowledge-enabled procedure for customer relationship management", *Industrial Marketing Management*, Vol. 35 No. 4, pp. 446-456.
- Liu, C.T., Guo, Y.M. and Lee, C.H. (2011), "The effects of relationship quality and switching barriers on customer loyalty", *International Journal of Information Management*, Vol. 31 No. 1, pp. 71-79.
- Loudin, A. (1998), "Pick a winner", *Warehousing Management* page 345-570.
- Mithas, S., Krishnan, M.S. and Fornell, C. (2005), "Why do customer relationship management applications affect customer satisfaction?", *Journal of Marketing*, Vol. 69 No. 4, pp. 201-209.
- Oliver, R. L. (1997). *Satisfaction: A Behavioural Perspective on the Customer*. New York: McGraw-Hill.
- Pappu, R. and Quester, P. (2006), "A consumer-based method for retailer equity measurement: results of an empirical study", *Journal of Retailing and Consumer Services*, Vol. 13 No. 5, pp. 317-29.
- Peter Baker, Marco Canessa. 2009. *Warehouse design: A structured approach*. *European Journal of Operational Research* 193, 425-436.
- Qin, H. and Prybutok, V.R. (2009), "Service quality, customer satisfaction, and behavioral intentions in fast-food restaurants", *International Journal of Quality and Service Sciences*, Vol. 1 No. 1, pp. 78-95.
- Saloja rvi, H., Sainio, L.M. and Tarkiainen, A. (2010), "Organizational factors enhancing customer knowledge utilization in the management of key account relationships", *Industrial Marketing Management*, Vol. 39 No. 8, pp. 1395-1402.



- Serkan, A. and Gorhan, O. (2004). The Analysis of Antecedents of Customer Loyalty in the Turkish Mobile Telecommunication Market. *European Journal of Marketing*, 39, 910-925.
- Shanker, R., 2002. *Services Marketing, The Indian Perspective*. Excel Books, New Delhi.
- Shin, D., Elliott, K., 2001. Measuring customers' overall satisfaction: a multi- attributes assessment. *Serv. Mark. Q.* 22 (1), 3–20.
- Sjodin, C., Kristensson, P., 2012. Customers' experiences of co-creation during service innovation. *Int. J. Qual. Serv. Sci.* 4 (2), 189–204.
- Skowron, L., Kristensen, K., 2012. The impact of the recent banking crisis on customer loyalty in the banking sector, developing versus developed countries. *TQM J.* 24 (6), 480–497.
- Uncles, M. D., Dowling, G. R., and Hammond, K. (2003). Customer Loyalty and Customer Loyalty Programs. *Journal of Consumer Marketing*, 20, 294-316.
- Venetis, K.A. and Ghauri, P.N. (2004), “Service quality and customer retention: building long-term relationships”, *European Journal of Marketing*, Vol. 38 Nos 11/12, pp. 1577-1598.
- Winstanley, M., 1997. What drives customer satisfaction in commercial banking. *Commer. Lend. Rev.* 12 (3), 36–42.
- Wu, L.W., 2011. Beyond satisfaction: the relative importance of locational convenience, interpersonal relationships, and commitment across service types. *Management of Serv. Qual.* 21 (3), 240–263.
- Zeithaml, V.A., 1981. How consumer evaluation processes differ between goods and services. In: Donnelly, J.A., George, W.R. (Eds.), and *Marketing of Services*. American Marketing Association, Chicago, pp. 186–190.
- Zeithaml, V.A., 1988. Consumer perceptions of price, quality, and value: a means-end model and synthesis for evidence. *J. Market.* 52 (3), 2–22.
- Zeithaml, V.A., Bitner, M.J., 1996. *Services Marketing*. McGraw-Hill, Singapore.
- Zeithaml, V.A., Bitner, M.J., Gremler, D.D., Pandit, A., 2008. *Services Marketing, Integrating Customer Focus across the Firm*, Fourth ed. Tata McGraw-Hill, New Delhi.
- Zenker, S., Eggers, F. and Farsky, M. (2012), “Putting a price tag on cities: insights into the competitive environment of places”, *Cities*, advanced online publication.
- Zeynep, A.U., Toker, A., 2012. The effect of customer relationship management adoption in business-to-business market. *J. Bus. Ind. Mark.* 27 (6), 497–507.