FACTORS AFFECTING
REVISIT INTENTION
OF BEAUTY CLINICS IN BANGKOK

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A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2021

Thematic paper
entitled

FACTORS AFFECTING REVISIT INTENTION

OF BEAUTY CLINICS IN BANGKOK

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
December 4th, 2021

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ACKNOWLEDGEMENTS

FACTORS AFFECTING REVISIT INTENTION OF BEAUTY CLINICS IN BANGKOK

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M.M. (HEALTHCARE AND WELLNESS MANAGEMENT)

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ABSTRACT

Nowadays, beauty clinics in Thailand especially in Bangkok are rapidly growth and have very high competition. To generate the most profit to entrepreneur, clinics should have loyal customers. Therefore, the purpose of this research paper is to identify the factor that influent customer revisit intention of beauty clinics in Bangkok. Moreover, the influence of service quality, customer satisfaction, and CRM on revisit intention was examined too. This research used quantitative approach. The questionnaires were launched online using google form and distributed through social platform with target 385 samples. The results were presented in two model. The first model is that service quality and CRM have a positive influence on customer satisfaction. Another model is service quality, customer satisfaction, and CRM have a positive influence on customer loyalty.

KEY WORDS: customer satisfaction/ revisit intention/ customer loyalty/ service quality/
            CRM

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CHAPTER I

INTRODUCTION

1.1 Background

The trend of beauty includes beauty products, supplements, and clinics now influence people of every age and gender. People seem to pay more attention to their health and appearance than in the past resulting in the growth of beauty trends, especially in beauty clinics and surgery, which can change people's looks in the shortest time.

Beauty clinics in the Worldwide trend have rapidly grown every year. Global Market Insights (Sumant Ugalmugle, 2020) reported that Aesthetic Medicine Market was valued at about 12.1 billion USD in 2019 and predicted to grow more than 11% from 2020 to 2026. Non-surgical procedures such as Botox, Filler injection, Mesotherapy, and Laser treatment, etc., have the highest market share, about more than 70 percent. Analysing by areas, it was found that North America had the highest market share to 5 billion USD, and Asia Pacific was in the second rank. Focusing on Thai Aesthetic clinic market, the value of the overall aesthetic market in Thailand is about 6 billion baht divided into Non-surgical segment 3 billion baht and Surgical segment 3 billion baht. Moreover, it was rising more than 10 percent every year, (ผู้จัดการออนไลน์, 2019) and was expected to grow more than 20 percent in the near future (Marketeer, 2018).

Nowadays, beauty trends have spread among people of all ages and generations. Bangkok is the city with the highest number of beauty clinics in Thailand. The rapid growth of beauty clinics reflects their popularity, while this situation leads to higher competition also. Only clinics which can adapt themselves to fit the customers' needs will survive. To succeed in this market, clinics need to have the selling point to attract the customers at first then provide the strategies that make them want to repurchase.

It has many studies research about the factor affecting beauty clinic selection in Bangkok. Almost all of the results are involved with Marketing mix 7Ps that present the satisfactory characteristics of beauty clinic's customers. In contrast, few papers told about how to create customer's repurchasing decision in beauty clinic markets. Revisit intention or having loyal customers can generate more benefits. It's easy to generate revenue with less cost consumption, create word of mouth to persuade new customers, and positively affect the business's long-term growth (Reichheld F. , 1996). According to the study of Brand Loyalty (Vinithi, 2016), to attract new customers cost about six times higher than retaining the old customers. Moreover, brand loyal customers tend to have less price sensitive than other customers.

To make the customers have revisit intention, the clinics need to satisfy them. The study (Chih-Hsing Sam Liu, 2016) showed that revisit intention related to the service quality they receive and link to their price perception resulting in trust and word of mouth to others. From the Awareness Pyramid (AAker, 1991), being the recalled brand is the first step for entering into the customers' minds. Be the top of the mind brand is the most successful step for brand building. Therefore, in this research, I recruit both two top levels defining revisit intention.
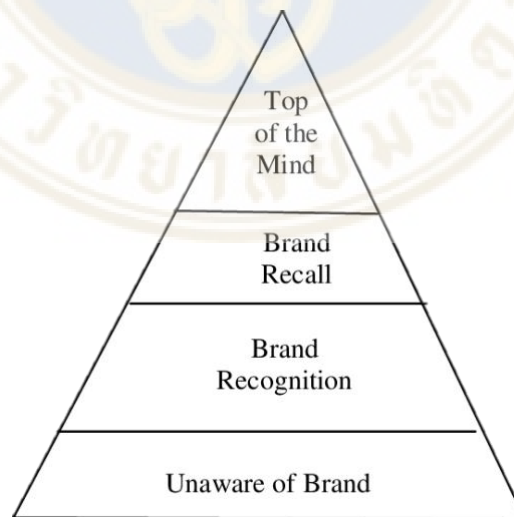
Figure1.1 The Awareness Pyramid.
Source: Aaker (1991), Managing Brand Equity: Capitalizing on the value of a brand name. New York. The Free Press.

Moreover, the study in the British Journal of Marketing Studies (Andy Fred Wali, May 2015) showed that CRM impacts Brand Commitment which more influences that Brand Loyalty. The customers will not change their minds to the competitors unless we don't have the products or services they need.

1.2 Problem Statements

Due to the high competition in the beauty clinic market in Thailand, especially in Bangkok, finding customers' real needs and maintain them to repurchase is the way to win in this business. To increase revisit intention, we need to know the factor influencing customers' decisions in repurchasing. While now the studies in Thailand do not mention this enough. Understanding in the depth of the factors influencing revisit intention of beauty clinics in Bangkok helps the stakeholders plan the strategies to hold their old customers effectively.

1.3 Research questions

1. What are the most factors affecting revisit intention of beauty clinics in Bangkok?

2. How do service quality, customer satisfaction, and CRM affect customer loyalty/revisit intention of beauty clinic in Bangkok?

1.4 Research objectives

1. To know the factors that influent customers' revisit intention the most of beauty clinics in Bangkok.

2. To examine the influence of service quality, customer satisfaction, and CRM on revisit intention/loyalty of beauty clinic in Bangkok.

1.5 Scope of the study

Study beauty clinic's customers which including;

Present and Past customers of beauty clinics in Bangkok who have received services in the same clinic more than one time.

1.6 Terminologies

1. Beauty clinic

Beauty clinic is the clinic providing medical service for beauty purposes, both surgical and non-surgical treatment.

2. Revisit intention

Revisit intention is the degree to which a person has formulated conscious plans to perform or not perform some specified future behavior. (Warshaw, 1985). In this study, revisit intention means the likelihood that the customers come back to the same clinic in the future.

1.7 Expected Benefits

Knowing the factors influencing beauty clinics' revisit intention has the most benefit to the stakeholders to plan their strategies to attract and hold their targeted customers. The quality improvement of clinics also has good results back to the customers. The customers will receive the products and services that answer their needs. It will help increase the values and overall picture of Thailand's beauty clinic market and finally lead to a good economy.

CHAPTER II

LITERATURE REVIEW

To study factors affecting revisit intention of beauty clinics in Bangkok, I searched for the research, article, and academic document to help approach the problem, hypothesize, and design the questionnaires to determine the research results. The topics include:

1. Consumer behavior concepts and theories
2. Customer satisfaction
3. Service Quality
4. CRM (Customer Relationship Management)
5. Revisit intention/Customer Loyalty and the relationship
6. Related research
7. Research conceptual framework

2.1 Consumer behaviour concepts and theories

To know the factor that makes the customers satisfied, we need to understand what influences them in their behaviour and decision-making. International Journal of Research in Humanities and Social Sciences (Gajjar, 2013) and International Journal of Applied Research (N Ramya, 2016) reported about factors affecting consumer behavior in the same way. There are five types of factors that influence purchasing decisions include:

i) Cultural factor

Cambridge Dictionary defines "Culture" as the way of life, the general customs and beliefs of a particular group of people at a particular time (Mcintosh, 2013). Culture influences the pattern of consumption and decision making. Culture can change gradually and pass on from one to another. Each culture contains "Subculture" such as religions,

nationalities, racial groups etc. It also consists of "Social Class" which related to occupation, education and wealth.

ii) Social factor

Social factors which influence consumer behaviour are Family, Reference group, Role and Status. Family can pass the attitude, personality and criteria for decision making to the child. Reference group is defined as "a group that set a standard for guiding our behaviour and attitude. It is individual relates or aspires to relate himself or herself psychologically." (Libre Text, 2021). The study about the impulse purchase encouragement (MITAL THAKOR, Sep 2012) shows that friends affect buying beauty products. Products the customers choose should reflect their role and status, which they are expected to be.

iii) Psychological factor

Psychological factor includes Motivation, Perception, Learning, Beliefs and Attitudes.

iv) Economic factor

Economic factor has a huge impact on consumer behaviour. It depends on customer's personal and family income. The customers with higher income tend to have less price-sensitive than the lower one and focus more on the quality. The study of beauty clinic customers in Saraburi (กนกวรรณ, 2555) showed that the different in their income resulted in the different in their perceived quality focus. The customers with more income tend to focus more on service provider and physical appearance than the less income.

v) Personal factor

It includes Age, Occupation, Income, Lifestyle and Personality. Age relates to the life-cycle which has an influence on the needs for shopping. The research show that education and ages have many effects on purchasing beauty products. (MITAL THAKOR, Sep 2012) The nature of occupation has an influence too. Income also limits purchasing power. In the same research show that family income relates to the attraction to sale and clearance sign. People with different age and occupation tend to buy different type of products due to the preference and the need in each life cycle. Income and lifestyle also affect buying pattern. It shows different interest and activity. In the study of beauty clinic in Bangkok, most of them show no significant different on service attraction between different gender and age (พริมรตา, 2556) (ศศิธร, 2553)

2.2 Customer satisfaction

Customer satisfaction is a primary affective response to a consumptive experience (Linder-Pelz, 1982). Some researcher said that satisfaction occur before perceived quality (Bitner, 1990), same as Lazarus (Lazarus, 1991) who suggested that perceived quality is followed by satisfaction. Eliasaph et al.'s study (Eliasaph Ibzan, 2016) show a positive relationship between customer satisfaction and repurchase intention. While Jerry B. (Jerry B. Gotlieb, 1994) proved that there are many variables that affect to perceived quality/satisfaction, which lead to different behavioural intention. The study in Tehran (Namini, 2016) showed a positive relationship of customer satisfaction to customer loyalty.

John T. (John T. Bowen, 2001) study the relationship between customer loyalty/revisit intention and customer satisfaction by observing hotel business. It showed the surprising results that a high satisfaction score leads to a dramatically high customer loyalty. A little bit drop of satisfaction score affect the dropping of willingness to communicate a positive message more than 50 percent. It can be said that only satisfied the customer is not enough to reach the maximum profitability, the company needs to make them extremely satisfied.

2.3 Service quality

Revisiting or Repurchasing intention results from positive perceived service quality. (Shahira Ariffin, 2016) It refers that if customers perceive higher quality service, it will lead to higher revisit intention in the future. "Perceived quality" is defined as a consumer valuation of overall products or services (Zeithaml, 1988) which leads to behavioral intention. Other research (Phillip K. Hellier, 2003) showed that "Perceived quality of service" has a direct positive effect on "Perceived equity and value of service", which mean customers can perceive more value from a lower quality service if it provides the low overall price compensating with the reduction in quality. "Perceived equity and value of service" also have direct positive effect on "Customer satisfaction".

There are many studies about the influence of repurchase intention. One of the most important ideas came from Parasuraman (Parasuraman, 1985) who said that best service quality has a positive effect on repurchase intention. Parasuraman et al. developed a service quality measurement, named "SERVQUAL" (Patrick Asubonteng, 1996). The basic model is that customer perceived quality comes from the gap between performance and their expectations. If service performance is beyond expectations, perceived quality will increase. Meanwhile, if the quality of service is lower than expected, the customer will decrease their perceived quality. Therefore, the theory used to create SERVQUAL was referred from performance-to-expectations gaps. The evaluation based on five dimensions; reliability, empathy, responsiveness, tangibles, and assurance. The customers evaluate service quality from two different views, during delivery which is "process quality" they get during the service, and the result after delivery which is the "outcome quality" they receive after service.

In Healthcare service, some results come from many treatments, moreover, it is hard to evaluate immediate outcomes after service, so it is difficult to identify which treatment makes them satisfied or not. Therefore, the customers in Healthcare service tend to evaluate health service quality based on the service they get during treatment. Donabedian (Donabedian, 1980) and Kovner (Kovner, 1978) said that Functional Quality, the manner of Healthcare service delivering to patients, can evaluate more accurately than Technical Quality which requires more time to see the results. SERVQUAL focused more on Functional Quality than Technical Quality which is one of the most crucial aspects of Healthcare Service evaluation. However, many studies used SERVQUAL to measure the service in Health care system. Some of them suggest adding more dimensions to the scale base on type of service. In 2004, Doran and Smith (Doran, 2004) grouped five dimensions of SERVQUAL into the core aspects which are empathy, assurance, responsiveness, and reliability, and the peripheral aspects which is tangibles. Zineldin (Zineldin, 2006) develop "5Qs Model", another measurement for Health service which focus on five quality dimensions: technical quality, functional quality, quality infrastructure, quality interaction, and quality atmosphere.

Tracy S. et al. (Tracey S. Dagger, 2007) developed a multidimensional hierarchical scale for measuring health service quality by using the data from previous studies about the health care service quality model and confirmed by qualitative research. The scale was identified based on four primary dimensions; interpersonal quality that reflects the relationship between service provider and customer, technical quality that reflects the professionalism and customer's perception for the result, environment quality that is a common component of satisfaction, and administrative quality that is the service element facilities.

Focusing on beauty clinic in Thailand, the factor that affects the visit to beauty clinics in Bangkok the most is service quality (กชพร, 2552). In accordance with Pisamai L. (พิสมัย, 2556), the beauty clinic's customer in Lampang focus the most on service quality. The study of Anittha (อนิษฐา, 2558) showed that the beauty clinic's customers in Thailand focus the most on the professionalism of service provider, which is the part of technical quality.

2.4 CRM (Customer Relationship Management)

Customer Relationship Management (CRM) is a process between firm and their customers, which interacts through marketing, sales and services (Thompson, 2001). While Kotler and Armstrong (Kotler, 2004) defined as "the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction.".

CRM is a multi-dimensional construct consisting of four components (Crosby, 2011): Key customer focus that assesses each customer's value individually, CRM organization that focus on the firm organization, Knowledge management that is knowledge learning/response to apply for CRM perspective, and Technology-based CRM that is very important for develop CRM.

The study of Lawson-Body (Lawson-Body, 2004) showed that personalization of service, partnership with customer, and empowerment have direct impact on customer

loyalty. Amine (Amine, 2011) found that the involvement and commitment to customer's needs have a positive impact on their loyalty.

Wang and Lo (Wang, 2004) found that CRM has a positive effect on customer loyalty. Customer satisfaction has a positive effect on customer behaviour like repurchase/revisit intention based on CRM elements. Same as the study of Choi Sang Long et al. (Choi Sang Long, 2013), which clearly showed that CRM has a positive relationship with both customer satisfaction and loyalty.

2.5 Revisit intention/Customer Loyalty and the relationship

Customer loyalty refers to a consequence of customer's experience in service/products (Mascarenhas, 2006). Repurchase/revisit intention is the customer's post-purchase intention that reflect the customer loyalty (McDougall, 2000). Amine (Amine, 2011) distinguish between brand loyalty and repeat purchase behaviour that revisiting/repurchasing behaviour has two main causes: avoid further search effort or really loyal. However, the loyalty has influence on their attitude and behaviour (repurchase) in the future, which lead to business profitability as the study of Reichheld and Sasser (Reichheld F. a., 1990) said that when the company retain its regular customer only 5 percent, profits will increase up to 125 percent. Therefore, invest in retaining old customers can create worth profits than finding new customers.

Heskett el al. (Heskett, 2008) found that the loyalty has a relationship between customer attitude, repeat purchasing, and financial performance. Oliver (Oliver, 1999) said that the loyalty was developed through different phases. The first phase is cognitive phase associated with brand beliefs or informational determinants. The cognitive sense relates to an individual perception through the benefit and quality of the service. Next, the conative phase is the customer evaluation phase. After they tried the product, they will decide on the level of satisfaction. Thirdly, conative phase is the level of their commitment to buy and consistent of their beliefs on that service. These three phases are the attitudinal process leads to behavioural process or action phase that is the revisit intention. Rosalind (Rosalind

McMullan, 2003) developed customer loyalty measurement based on this theory. This measurement was later used in several studies and proved to be effective.

The study of Yee et al. (Yee, 2010) showed that a high-contact service industry tends to have a strong relationship between customer loyalty and all these three factors; employee loyalty, service quality, and customer satisfaction. There are several studies show that service quality has a positive influence on customer loyalty. For example, the quantitative study of Zulki (Noor, 2020), and the study in online transportation services (Leonnard, 2017). Moreover, Leonnard's study show that service quality has positive influence in both word-of-mouth and repurchase intention, and word-of-mouth affect to repurchase intention also.

The study in British Journal of Marketing Studies (Andy Fred Wali, May 2015) showed that the effective CRM system helps transforming consumer's commitment behaviour. CRM process has a positive influence on Brand loyalty and also customer satisfaction (Choi Sang Long, 2013).

2.6 Related research

Ampon (Shoosanuk, Kulnayu, Shoosanuk, & Phengpis, 2016) studied the influence of service quality on perceived value, customer satisfaction and customer loyalty of beauty clinic in Bangkok. The factors had a positive and direct influence on perceived value are tangible, reliability, assurance, empathy. The factors had a positive and direct influence on customer satisfaction are tangible, assurance, and perceived value. The factors had a positive and direct influence on customer loyalty are responsiveness, assurance, and customer satisfaction.

In Thailand, it has several studies about customer loyalty/revisit intention of beauty clinic in Bangkok. From the in-depth interview of Kittitach (Atiyudhakul, 2017), the results were categorized into price-sensitive and quality-oriented group. The price-sensitive group, which has average age and income less than another, had no or little loyalty towards beauty clinics. On the contrary, the quality-oriented group, who focus on service quality,

tend to have average age and income more than the first group. They had a high brand loyalty and placed importance on brand name, professionalism, experience, and service quality.

Kochapun (CHUEPUTH, 2016) studied the repurchasing factor of beauty clinic (Nitipon Clinic) in Pattaya, Chinese tourist case. The results showed that integrated marketing communication, which are advertising, direct sales, and promotion has a positive influence on repurchasing behaviour. Moreover, the loyalty customers tend to repeat purchase in beauty clinic.

Other study about repurchase intention of Thai customer is the influence of causal factors effect to intention to re-purchases of clean food (Na-ngarm & Phothongsangarun). It was found that repurchase intention was directly influence by customer satisfaction. Perceived value affected satisfaction and repurchase intention. Customer's expectation related to perceived quality, and perceived quality related to perceived value.

A case study in Thailand private hospital about a relationship between selected factors and service quality as perceived by client in beauty clinic (Thongtawai, 2014) show the interesting result that perceived quality showed the difference in case of receiving different information through WOM and advertising, but show no difference among age, income, gender, occupation and status.

The interviewing study of motivation that influence customer satisfaction and perceive service in Thai premium skin clinic (Wattanaleehatham, 2015) showed surprising results that they willing to wait for a long time to see the professional doctor with good quality of treatment. Even if the customers have a bad experience with non-clinical service, they still repurchase because of doctor's reputation and treatment quality.

Thanaporn (Dumkrut, 2016) studied service quality of beauty hospital in Bangkok and Perimeter area. Beauty clinic's customer in this research focus the most on credibility especially in the professionalism of doctor. Other details the customers placed the importance on are the communication skill of staff, suitable opening hours, personalization service, and promotion.

Primrata (พริมรตา, 2556) studied the motivation to select treatment by doctor at aesthetic clinic in Bangkok. The results showed that marketing mix factors, brand loyalty, and brand image were related to the selecting motivation.

Sutineekorn (Pochakorn, 2015) studied factors affecting beauty clinic selection of students in Bangkok area. It is found that acne treatment was the most preferred service. Students tend to be price-sensitive customers. The source of selection of beauty clinics is the advertising in Social Media. Factors related to purchase behaviour the most is monthly income.

Chomchun (Chomchun, 2014) studied consumer behaviours and service marketing mix factors affecting decision to select beauty clinic in Bangkok. The main reason for using beauty clinic services is skin treatment especially in acne treatment. Most of the participants opted for the service at 6PM to 8PM. The source of selection comes from acquaintances.

2.7 Research conceptual framework

From the reviewed studies, it can model two relationships that generate revisit intention. The first model is service quality and customer relationship management influence customer satisfaction
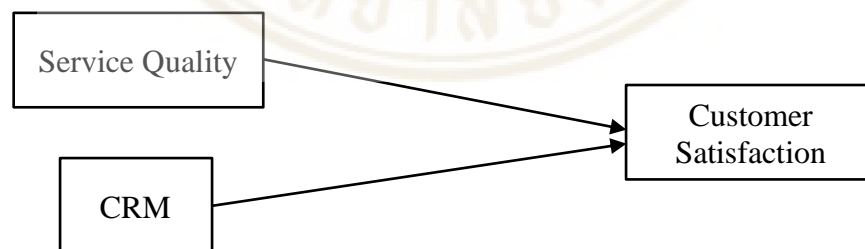
Figure2.1 First model: Factors influent customer satisfaction
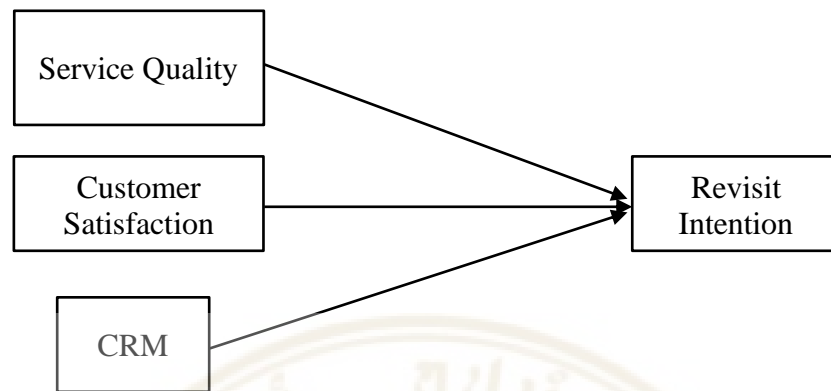
Figure2.2 Second model: Factors influent revisit intention

Hypothesis 1: Service Quality has a positive influence on customer satisfaction.

Hypothesis 2: Service Quality has a positive influence on customer loyalty.

Hypothesis 3: CRM has a positive influence on customer satisfaction.

Hypothesis 4: CRM has a positive influence on customer loyalty.

Hypothesis 5: Customer satisfaction has a positive influence on customer loyalty.

CHAPTER III

METHODOLOGY

3.1 Research Methodology

This research has a goal to find out what are the factors affecting revisit intention of beauty clinics in Bangkok. Quantitative research is used because of the convenience of collecting large amounts of data. Moreover, it is a suitable tool for studying the linkage between the various stimulating factors as the literature review. Three main factors relating to revisit intention or customer loyalty are customer satisfaction, service quality, and customer relationship management (CRM). From the review, customer behavioural theories relate to customer satisfaction, which affects customer loyalty. Therefore, the demographic data was collected based on five factors of the theory, which are a cultural factor, social factor, psychological factor, economic factor, and personal factor.

3.1.1 Sampling

Cochran's sample size formula (Cochran, 1977) was used to calculate the sample size in this research because of the desiring of precision level in the large population.

Formulation: $n_0 = (z^2pq/e^2)$; n_0 = Sample size

z = the selected critical value of the desired confidence level

p = the estimated proportion of an attribute which present in the population

q = 1-p

e = the desired level of precision

e is normally five percent; 0.05, resulted in *z* of 1.96. Assuming that the maximum variability is fifty percent which mean *p* is 0.5. Therefore,

$$n_0 = (1.96)^2(0.5)(1-0.5)/0.05^2 = 385$$

The questionnaire was launched online and approached the respondents by the willingness to participate. Online questionnaire survey allowed the researcher to collect data from a wider range of samples by launching in Facebook Page and Group with different age range such as, mom's group, research student group, group for beauty lover, researcher's acquaintance, etc. The respondents should be a person who receive the service from beauty clinic in Bangkok and have an experience of revisiting in at least one clinic. Therefore, it has a screening question to filter out the irrelevant sample at first before going to next question.

3.1.2 Research Instrument

To answer the research questions and proof the model above, the questionnaire need to have the questions about service quality, consumer relationship management (CRM), customer satisfaction, and customer loyalty to find out the relevant like the assuming model above.

The questionnaire is categorized into six parts. The first part is the screening question to filter out the irrelevant samples. Therefore, we can ensure that all the respondents are suitable for this research study.

The second to fifth parts which are the attitudinal scale were designed to answer in 7-point-scale (1 = Strongly Disagree, 2 = Disagree, 3 = Quite Disagree, 4 = Neutral, 5 = Quite Agree, 6 = Agree, 7 = Strongly Agree) to define the most accurate score in the respondents' perception.

The second part is about "Service Quality" which has many theories different in the dimension details. The researcher adapted the questionnaire from Tracey S. (Tracey S. Dagger, 2007) and Emin (Emin Babakus, March 1990) to suit the most with beauty clinic;

medical provider. The service quality has 4 dimensions; Interpersonal Quality, Technical Quality, Environmental Quality, and Administrative Quality. The detail of the questions were adjusted to the context of services in beauty clinic.

The third part is about "Customer Relationship Management (CRM)". CRM scale (Leo Y.M. Sin, 2005) was adapted to a questionnaire about services in beauty clinics. CRM question contains 4 main dimensions; Key Customer Focus, CRM organization, Knowledge Management, and Technology-based CRM.

The fourth part is "Customer Satisfaction" which adapted from Patient Satisfaction Scale (JOHN E. WARE, 1984) to suit the medical service in beauty clinic.

The fifth part is the scale related to customer loyalty adapted from customer loyalty measurement (Rosalind McMullan, 2003) and Suhartanto (Suhartanto, 2013) which contains cognitive, affective, conative, and behavioral loyalty. In this part, the researcher used few related questions from these referral studies to ask the respondents.

The last part is the demographic data which related to the personal questions; age, gender, status, education, income, etc., and others details about beauty service they had experiences.

The online questionnaire survey was translated into Thai language because the respondents are Thai people, using their familiar language will reduce research error.

3.2 Data collection

The online questionnaire survey aims to collect 385 respondents who met the criteria. It was distributed online on various Facebook Page and Line Group that expected to have a research target audience. The questionnaire described clearly about how to answer the question in both Thai and English language. After collecting the questionnaire, the researcher filtered out the respondents who did not pass the screening question, leaving only 385 people to analyze further results. Data analysis using in this study is Statistical Package Social Science (SPSS). T-test, One-way ANOVA, and regression analysis will be used in this study.

CHAPTER IV
RESULTS

4.1 Demographic and Customer Behaviour

Table 4.1 Current Resident

Current Resident	Frequency	Percentage
Bangkok	362	94.0
Others	23	6.0

According to table 4.1, 362 respondents live in Bangkok (94.0%) and 23 respondents live outside of the Bangkok Metropolitan Region (6.0%).

Table 4.2 Age

Age	Frequency	Percentage
18-24	44	11.4
25-40	179	46.5
41-60	128	33.2
61 or above	34	8.8

According to table 4.2, the majority of respondents are 25-40 years old (46.5%), followed by 41-60 years old (33.2%), 18-24 years old (11.4%), and 61 years old or above (8.8%), respectively.

Table 4.3 Gender

Gender	Frequency	Percentage
Male	77	20.0
Female	263	68.3
LGBTQ+	35	9.1
prefer not to answer	10	2.6

According to table 4.3, the majority of respondents are female (68.3%), followed by male (20.0%), LGBTQ+ (9.1%), and prefer not to answer (2.6%), respectively.

Table 4.4 Marital Status

Marital Status	Frequency	Percentage
Single	132	34.3
Married	191	49.6
Divorced	43	11.2
prefer not to answer	19	4.9

According to table 4.4, the majority of respondents are married (49.6%), followed by single (34.3%), divorced (11.2%), and prefer not to answer (4.9%), respectively.

Table 4.5 Education Level

Education Level	Frequency	Percentage
Primary School	1	.3
High School	5	1.3
Vocational or Technical	50	13.0
Bachelor Degree	283	73.5
Master Degree	46	11.9

According to table 4.5, the majority of respondents achieve Bachelor Degree (73.5%), followed by Vocational or Technical (13.0%), Master Degree (11.9%), High School (1.3%), and Primary School (0.3%), respectively.

Table 4.6 Monthly Income

Monthly Income	Frequency	Percentage
Less than 9,000	8	2.1
9,000-15,000	24	6.2
15,001-25,000	64	16.6
25,001-50,000	172	44.7
50,001-100,000	97	25.2
More than 100,000	20	5.2

According to table 4.6, the majority of respondents have monthly income 25,001-50,000 THB (44.7%), followed by monthly income 50,001-100,000 THB (25.2%), monthly income 15,001-25,000 THB (16.6%), monthly income 9,000-15,000 THB (6.2%), monthly income more than 100,000 THB, and monthly income less than 9,000 THB (2.1%), respectively.

Table 4.7 Occupation

Occupation	Frequency	Percentage
Student	20	5.2
Government employee	58	15.1
Private employee	171	44.4
Business owner	121	31.4
Retired	10	2.6
Housewife	5	1.3

According to table 4.7, the majority of respondents are private employee (44.4%), followed by business owner (31.4%), government employee (15.1%), student (5.2%), retired (2.6%), and housewife (1.3%), respectively.

Table 4.8 The average spending cost of each visit at the beauty clinic

The average spending cost of each visit at the beauty clinic	Frequency	Percentage
Less than 1,000	19	4.9
1,001-10,000	86	22.3
10,001-20,000	108	28.1
20,001-50,000	132	34.3
50,001-100,000	36	9.4
More than 100,000	4	1.0

According to table 4.8, the majority of respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB (34.3%), followed by 10,001-20,000 THB (28.1%), 1,001-10,000 THB (22.3%), 50,001-100,000 THB (9.4%), less than 1,000 THB (4.9%), and more than 100,000 THB (1.0%)

Table 4.9 Frequent of visit beauty clinics

Frequent of visit beauty clinics	Frequency	Percentage
One time a year or less than that	42	10.9
2-3 times a year	142	36.9
4-10 times a year	99	25.7
Once a month	77	20.0
2-3 times a month	23	6.0
Every week or more than that	2	.5

According to table 4.9, the majority of respondents visit beauty clinics average 2-3 times a year (36.9%), followed by visit 4-10 times a year (25.7%), once a month (20.0%), One time a year or less than that (10.9%), 2-3 times a month (6.0%), and every week or more than that (0.5%), respectively.

Table 4.10 Reference Think of beauty clinic

Reference Think of beauty clinic	Frequency	Percentage
positive	253	65.7
negative	43	11.2
neutral	89	23.1

According to table 4.10, people around respondents have positive thinking of their beauty clinic visits (65.7%), followed by neutral thinking (23.1%), and negative thinking (11.2%), respectively.

Table 4.11 Think it needs to do the treatment in beauty clinic

Think it needs to do the treatment in beauty clinic	Frequency	Percentage
Very important, I can't live without doing beauty treatment.	98	25.5
Important, I think it make me more confident and looking good.	178	46.2
So so, I don't have an idea about this.	44	11.4
Not quite important, I need beauty treatment only in my special occasion.	45	11.7
Not important, I don't understand why people are willing to pay a lot of money in this treatment.	20	5.2

According to table 4.11, the majority of respondents think that it's important, it make them more confident and looking good (46.2%).

Table 4.12 Treatment at beauty clinic

Treatment at beauty clinic	Responses*	
	Frequency	**Percentage**
Facial Treatment	181	14.3
Body Firming/Slimming	115	9.1
Botox	108	8.5
Vitamin drip	83	6.6
Mesofat	65	5.1
Filler	119	9.4
Meso Bright	105	8.3
Laser Lifting (Ulthera, Thermage, HIFU)	80	6.3
Laser for pigmentation removal (Q-switch, PICO)	69	5.5
Thread lift	62	4.9
Hair removal	108	8.5
Surgery	122	9.6
Liposuction	48	3.8
Total	**1265**	**100.0**

can choose more than one

According to table 4.12, in term of have treatment at beauty clinic, the most answers are facial treatment (14.3%), followed by surgery, (9.6%), filler (9.4%), and body firming/slimming (9.1%), respectively,

4.2 Reliability of Instrument

The reliability of items in Cronbach's alpha measures of the variables is shown in Table 4.13. According to Babbie (1992), Cronbach's alpha values are classified based on the classification in which the reliability index of 0.90-1.00 is very high, 0.70-0.89 is high, 0.30-0.69 is moderate, and 0.00 to 0.30 is low.

Table 4.13 Reliability of variables

Variables	Cronbach's alpha	Number of Items
Service Quality	0.885	29
Customer Relationship Management (CRM)	0.734	12
Customer Satisfaction	0.746	11
Customer Loyalty	0.639	8

According to table 4.13, the results show that Cronbach's alpha values of variables are range 0.639 to 0.885.

4.3 Service Quality

4.3.1 Interpersonal Quality

4.3.1.1 Descriptive Statistic of Interpersonal Quality

Table 4.14 Interpersonal Quality

Interpersonal Quality	Mean	Std. Deviation
The staff always listen to what I have to say.	5.41	1.135
I feel the staff understand my needs.	5.06	.965
I always get personalized attention from the staff.	5.29	1.083
I find it easy to discuss things with the staff.	5.53	1.070
The staff explain things in a way I can understand.	5.55	1.002
The staff are willing to answer my questions.	5.28	1.012
The staff and I sometimes joke or laugh with each other like close friends.	5.19	1.121

Table 4.14 Interpersonal Quality (cont.)

Interpersonal Quality	Mean	Std. Deviation
The staff and I talk about the things in lives, not just about my medical condition.	5.27	1.179
I have built a close relationship with some of the staff at the clinic.	5.25	1.142
Overall	**5.31**	**.585**

According to table 4.14, overall Interpersonal Quality has average mean 5.31. The item has highest mean is 'The staff explain things in a way I can understand.' (mean = 5.55). While the item has lowest mean is 'I feel the staff understand my needs.' (mean = 5.06).

4.3.1.2 Differences Among Factors

Table 4.15 Gender and Interpersonal Quality

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff always listen to what I have to say.	Between Groups	10.151	3	3.384	2.659	.048
	Within Groups	484.826	381	1.273		
	Total	494.977	384			
The staff explain things in a way I can understand.	Between Groups	9.262	3	3.087	3.129	.026
	Within Groups	375.896	381	.987		
	Total	385.158	384			
The staff are willing to answer my questions.	Between Groups	8.159	3	2.720	2.691	.046
	Within Groups	385.104	381	1.011		
	Total	393.262	384			

Table 4.15 Gender and Interpersonal Quality (cont.)

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	**Between Groups**	**2.349**	**3**	**.783**	**2.309**	**.076**
	Within Groups	**129.231**	**381**	**.339**		
	Total	**131.581**	**384**			

According to table 4.15, there are three significant differences between gender and Interpersonal Quality with statement 'The staff always listen to what I have to say.', statement 'The staff explain things in a way I can understand.' and statement 'The staff are willing to answer my questions.'.

Table 4.16 Marital Status and Interpersonal Quality

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff always listen to what I have to say.	Between Groups	22.250	3	7.417	5.977	.001
	Within Groups	472.727	381	1.241		
	Total	494.977	384			
The staff explain things in a way I can understand.	Between Groups	12.535	3	4.178	4.272	.006
	Within Groups	372.623	381	.978		
	Total	385.158	384			
The staff are willing to answer my questions.	Between Groups	12.584	3	4.195	4.198	.006
	Within Groups	380.679	381	.999		
	Total	393.262	384			
The staff and I sometimes joke or laugh with each other like close friends.	Between Groups	12.370	3	4.123	3.342	.019
	Within Groups	470.019	381	1.234		
	Total	482.390	384			

Table 4.16 Marital Status and Interpersonal Quality (cont.)

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	4.515	3	1.505	4.513	.004
	Within Groups	127.066	381	.334		
	Total	131.581	384			

According to table 4.16, there are five significant differences between marital status and Interpersonal Quality with statement 'The staff always listen to what I have to say.', statement 'The staff explain things in a way I can understand.', statement 'The staff are willing to answer my questions.', statement 'The staff and I sometimes joke or laugh with each other like close friends.', and overall Interpersonal Quality.

Table 4.17 Multiple Comparisons Marital Status and Interpersonal Quality (The staff always listen to what I have to say.)

Interpersonal Quality	Status	Mean	Single	Married	Divorced	prefer not to answer
			5.61	5.44	4.91	4.84
The staff always listen to what I have to say.	Single	5.61	-	-.166	-.699*	-.764
	Married	5.44		-	-.533*	-.598
	Divorced	4.91			-	-.065
	prefer not to answer	4.84				-

According to table 4.17, when compare single status group with divorced status group and compare married status group with divorced status group, the respondents in divorced group are less agree with statement 'The staff always listen to what I have to say.' than single status group and married status group.

Table 4.18 Multiple Comparisons Marital Status and Interpersonal Quality (The staff explain things in a way I can understand.)

Interpersonal Quality	Status	Mean	Single	Married	Divorced	prefer not to answer
			5.59	5.62	5.47	4.79
The staff explain things in a way I can understand.	Single	5.59	-	.032	-.126	-.801*
	Married	5.62		-	-.158	-.834*
	Divorced	5.47			-	-.676
	prefer not to answer	4.79				-

According to table 4.18, when compare single status group with prefer not to answer status group and compare married status group with prefer not to answer status group, the respondents in prefer not to answer status group are less agree with statement 'The staff explain things in a way I can understand.' than single status group and married status group.

Table 4.19 Multiple Comparisons Marital Status and Interpersonal Quality (The staff are willing to answer my questions.)

Interpersonal Quality	Status	Mean	Single	Married	Divorced	prefer not to answer
			5.45	5.28	4.93	4.84
The staff are willing to answer my questions.	Single	5.45	-	-.164	-.517*	-.605
	Married	5.28		-	-.352	-.441
	Divorced	4.93			-	-.088
	prefer not to answer	4.84				-

According to table 4.19, when compare single status group with divorced status group, the respondents in divorced group are less agree with statement 'The staff are willing to answer my questions.' than single status group.

Table 4.20 Multiple Comparisons Marital Status and Overall Interpersonal Quality

Interpersonal Quality	Status	Mean	Single	Married	Divorced	prefer not to answer
			5.37	5.36	5.08	5.05
Overall	Single	5.37	-	-.013	-.292*	-.323
	Married	5.36		-	-.279*	-.310
	Divorced	5.08			-	-.031
	prefer not to answer	5.05				-

According to table 4.20, when compare single status group with divorced status group and compare married status group with divorced status group, the respondents in divorced group are less agree on overall Interpersonal Quality than single status group and married status group.

Table 4.21 Education Level and Interpersonal Quality

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff always listen to what I have to say.	Between Groups	11.814	3	3.938	3.105	.027
	Within Groups	483.163	381	1.268		
	Total	494.977	384			
The staff are willing to answer my questions.	Between Groups	14.813	3	4.938	4.971	.002
	Within Groups	378.449	381	.993		
	Total	393.262	384			

According to table 4.21, there are two significant differences between education level and Interpersonal Quality with statement 'The staff always listen to what I have to say.' and statement 'The staff are willing to answer my questions.'.

Table 4.22 Multiple Comparisons Education Level and Interpersonal Quality (The staff are willing to answer my questions.)

Interpersonal Quality	Education	Mean	Primary School & High School	Vocational or Technical	Bachelor Degree	Master Degree
			5.17	4.84	5.39	5.09
The staff are willing to answer my questions.	Primary School & High School	5.17	-	-.327	.222	-.080
	Vocational or Technical	4.84		-	.549*	.247
	Bachelor Degree	5.39			-	-.302
	Master Degree	5.09				-

According to table 4.22, when compare Vocational or Technical group with Bachelor Degree group, the respondents in Bachelor Degree group are more agree with statement 'The staff are willing to answer my questions.' than Vocational or Technical group.

Table 4.23 Monthly Income and Interpersonal Quality

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff always listen to what I have to say.	Between Groups	17.083	5	3.417	2.710	.020
	Within Groups	477.894	379	1.261		
	Total	494.977	384			

According to table 4.23, there is one significant difference between monthly income and Interpersonal Quality with statement 'The staff always listen to what I have to say.'.

Table 4.24 Occupation and Interpersonal Quality

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff always listen to what I have to say.	Between Groups	14.335	5	2.867	2.261	.048
	Within Groups	480.642	379	1.268		
	Total	494.977	384			
The staff and I talk about the things in lives, not just about my medical condition.	Between Groups	17.824	5	3.565	2.620	.024
	Within Groups	515.620	379	1.360		
	Total	533.444	384			

According to table 4.24, there are two significant differences between occupation and Interpersonal Quality with statement 'The staff always listen to what I have to say.' and statement 'The staff and I talk about the things in lives, not just about my medical condition.'.

Table 4.25 The average spending cost of each visit at the beauty clinic and Interpersonal Quality

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff always listen to what I have to say.	Between Groups	64.404	5	12.881	11.338	.000
	Within Groups	430.573	379	1.136		
	Total	494.977	384			

Table 4.25 The average spending cost of each visit at the beauty clinic and Interpersonal Quality (cont.)

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I feel the staff understand my needs.	Between Groups	21.161	5	4.232	4.771	.000
	Within Groups	336.215	379	.887		
	Total	357.377	384			
I always get personalized attention from the staff.	Between Groups	28.940	5	5.788	5.203	.000
	Within Groups	421.631	379	1.112		
	Total	450.571	384			
The staff are willing to answer my questions.	Between Groups	16.882	5	3.376	3.400	.005
	Within Groups	376.381	379	.993		
	Total	393.262	384			
The staff and I sometimes joke or laugh with each other like close friends.	Between Groups	24.899	5	4.980	4.125	.001
	Within Groups	457.491	379	1.207		
	Total	482.390	384			
Overall	**Between Groups**	**11.785**	**5**	**2.357**	**7.457**	**.000**
	Within Groups	**119.795**	**379**	**.316**		
	Total	**131.581**	**384**			

According to table 4.25, there are six significant differences between the average spending cost of each visit at the beauty clinic and Interpersonal Quality with statement 'The staff always listen to what I have to say.', statement 'I feel the staff understand my needs.', statement 'I always get personalized attention from the staff.' statement 'The staff are willing to answer my questions.', statement 'The staff and I

sometimes joke or laugh with each other like close friends.', and overall Interpersonal Quality.

Table 4.26 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Interpersonal Quality (The staff always listen to what I have to say.)

Inter personal Quality	Q1	Mean	Less than 1,000	1,001- 10,000	10,001- 20,000	20,001- 50,000	50,001- 100,000	More than 100,000
			5.42	6.01	5.55	5.03	4.86	6.00
The staff always listen to what I have to say.	Less than 1,000	5.42	-	.591	.125	-.391	-.560	.579
	1,001- 10,000	6.01		-	-.465	-.981*	-1.151*	-.012
	10,001- 20,000	5.55			-	-.516*	-.685	.454
	20,001- 50,000	5.03				-	-.169	.970
	50,001- 100,000	4.86					-	1.139
	More than 100,000	6.00						-

According to table 4.26, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 50,001-100,000 THB group, and compare the respondents spend cost of each visit at the beauty clinic average 10,001-20,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group. The respondents in spend cost average 20,001-50,000

THB group are less agree with statement 'The staff always listen to what I have to say.' than the respondents spend cost average 1,001-10,000 THB group and the respondents spend cost average 10,001-20,000 THB group. In addition, the respondents in spend cost average 50,001-100,000 THB group are less agree with statement 'The staff always listen to what I have to say.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.27 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Interpersonal Quality (I feel the staff understand my needs.)

Inter personal Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			4.95	5.37	5.18	4.78	5.06	5.50
I feel the staff underst and my needs.	Less than 1,000	4.95	-	.425	.229	-.167	.108	.553
	1,001-10,000	5.37		-	-.196	-.592*	-.317	.128
	10,001-20,000	5.18			-	-.396	-.120	.324
	20,001-50,000	4.78				-	.275	.720
	50,001-100,000	5.06					-	.444
	More than 100,000	5.50						-

According to table 4.27, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'I feel the staff understand my needs.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.28 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Interpersonal Quality (I always get personalized attention from the staff.)

Inter personal Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			5.05	5.72	5.33	5.01	5.31	4.75
I always get personalize d attention from the staff.	Less than 1,000	5.05	-	.668	.281	-.045	.253	-.303
	1,001-10,000	5.72		-	-.388	-.713[*]	-.415	-.971
	10,001-20,000	5.33			-	-.326	-.028	-.583
	20,001-50,000	5.01				-	.298	-.258
	50,001-100,000	5.31					-	-.556
	More than 100,000	4.75						-

According to table 4.28, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'I always get personalized attention from the staff.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.29 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Interpersonal Quality (The staff are willing to answer my questions.)

Inter personal Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			5.21	5.64	5.27	5.11	5.06	5.50
The staff are willing to answer my questions.	Less than 1,000	5.21	-	.429	.058	-.097	-.155	.289
	1,001-10,000	5.64		-	-.371	-.526*	-.584	-.140
	10,001-20,000	5.27			-	-.155	-.213	.231
	20,001-50,000	5.11				-	-.058	.386
	50,001-100,000	5.06					-	.444
	More than 100,000	5.50						-

According to table 4.39, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'The staff are willing to answer my questions.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.30 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Interpersonal Quality (The staff and I sometimes joke or laugh with each other like close friends.)

Inter personal Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			5.16	5.52	5.35	4.91	4.97	5.50
The staff and I someti mes joke or laugh with each other like close friends.	Less than 1,000	5.16	-	.365	.194	-.249	-.186	.342
	1,001-10,000	5.52		-	-.171	-.614*	-.551	-.023
	10,001-20,000	5.35			-	-.443	-.380	.148
	20,001-50,000	4.91				-	.063	.591
	50,001-100,000	4.97					-	.528
	More than 100,000	5.50						-

According to table 4.30, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'The staff and I sometimes joke or laugh with each other like close friends.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.31 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Interpersonal Quality

Inter personal Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			5.19	5.58	5.37	5.12	5.30	5.42
Overall	Less than 1,000	5.19	-	.386	.174	-.076	.109	.224
	1,001-10,000	5.58		-	-.212	-.462*	-.276	-.162
	10,001-20,000	5.37			-	-.250*	-.065	.049
	20,001-50,000	5.12				-	.185	.300
	50,001-100,000	5.30					-	.114
	More than 100,000	5.42						-

According to table 4.31, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree on overall Interpersonal Quality than the respondents spend cost average 1,001-10,000 THB group.

Table 4.32 Frequent of visit beauty clinics and Interpersonal Quality

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff always listen to what I have to say.	Between Groups	52.533	5	10.507	9.000	.000
	Within Groups	442.443	379	1.167		
	Total	494.977	384			

Table 4.32 Frequent of visit beauty clinics and Interpersonal Quality (cont.)

Interpersonal Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I always get personalized attention from the staff.	Between Groups	20.347	5	4.069	3.585	.004
	Within Groups	430.225	379	1.135		
	Total	450.571	384			
Overall	**Between Groups**	**10.214**	**5**	**2.043**	**6.379**	**.000**
	Within Groups	**121.367**	**379**	**.320**		
	Total	**131.581**	**384**			

According to table 4.32, there are three significant differences between frequent of visit beauty clinics and Interpersonal Quality with statement 'The staff always listen to what I have to say.', statement 'I always get personalized attention from the staff.' and overall Interpersonal Quality.

Table 4.33 Multiple Comparisons Frequent of visit beauty clinics and Interpersonal Quality (The staff always listen to what I have to say.)

Inter personal Quality	Q2	Mean	One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
			4.95	5.79	5.53	4.91	5.09	5.00
The staff always listen to what I have to say.	One time a year or less than that	4.95	-	.836*	.573	-.043	.135	.048
	2-3 times a year	5.79		-	-.263	-.880*	-.702	-.789

Table 4.33 Multiple Comparisons Frequent of visit beauty clinics and Interpersonal Quality (The staff always listen to what I have to say.)

Inter personal Quality	Q2	Mean	One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
			4.95	5.79	5.53	4.91	5.09	5.00
	4-10 times a year	5.53			-	-.616*	-.438	-.525
	Once a month	4.91				-	.178	.091
	2-3 times a month	5.09					-	-.087
	Every week or more than that	5.00						-

According to table 4.33, when compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics once a month, the respondents in visit beauty clinics once a month group are less agree with statement 'The staff always listen to what I have to say.' than the respondents visit beauty clinics 2-3 times a year group.

Table 4.34 Multiple Comparisons Frequent of visit beauty clinics and Interpersonal Quality (I always get personalized attention from the staff.)

Inter personal Quality	Q2	Mean	One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
			4.81	5.51	5.33	5.09	5.22	5.00
I always get personalized attention from the staff.	One time a year or less than that	4.81	-	.705*	.524	.281	.408	.190
	2-3 times a year	5.51		-	-.181	-.423	-.297	-.514
	4-10 times a year	5.33			-	-.242	-.116	-.333
	Once a month	5.09				-	.126	-.091
	2-3 times a month	5.22					-	-.217
	Every week or more than that	5.00						-

According to table 4.34, when compare the respondents visit beauty clinics one time a year or less than that group with the respondents visit beauty clinics 2-3 times a year group, the respondents in visit beauty clinics 2-3 times a year group are more agree with statement 'I always get personalized attention from the staff.' than the respondents visit beauty clinics one time a year or less than that group.

Table 4.35 Multiple Comparisons Frequent of visit beauty clinics and Overall
Interpersonal Quality

Inter personal Quality	Q2	Mean	One time a year or less than that	2-3 times a year	4-10 Times a year	Once a month	2-3 times a month	Every week or more than that
			5.06	5.47	5.37	5.15	5.17	4.67
Overall	One time a year or less than that	5.06	-	.417*	.319	.090	.118	-.389
	2-3 times a year	5.47		-	-.098	-.327*	-.299	-.806
	4-10 times a year	5.37			-	-.229	-.201	-.708
	Once a month	5.15				-	.028	-.479
	2-3 times a month	5.17					-	-.507
	Every week or more than that	4.67						-

According to table 4.35, when compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics once a month group, the respondents in visit beauty clinics once a month group are less agree on overall Interpersonal Quality than the respondents visit beauty clinics 2-3 times a year group.

4.3.2 Technical Quality

4.3.2.1 Descriptive Statistic of Technical Quality

Table 4.36 Technical Quality

Technical Quality	Mean	Std. Deviation
I can feel a good change in the results from treatment at the clinic.	5.37	1.051
I believe I will receive the good result every time I attend the clinic.	5.37	1.050
I believe having treatment at the clinic has been worthwhile.	5.34	1.051
I can rely on the staff at the clinic to be well trained and qualified.	5.38	1.064
I feel good about the quality of the care given to me at the clinic.	5.43	1.001
Medical equipment in the clinic is up to date.	5.43	1.011
Overall	**5.39**	**.598**

According to table 4.46, overall Technical Quality has average mean 5.39. The two items have highest mean are 'I feel good about the quality of the care given to me at the clinic.' (mean = 4.43) and 'Medical equipment in the clinic is up to date.' (mean = 4.43). While the item has lowest mean is 'I believe having treatment at the clinic has been worthwhile.' (mean = 5.34).

4.3.2.2 Differences Among Factors

Table 4.37 Gender and Technical Quality

Technical Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I can rely on the staff at the clinic to be well trained and qualified.	Between Groups	10.699	3	3.566	3.205	.023
	Within Groups	423.935	381	1.113		
	Total	434.634	384			

According to table 4.37, there is one significant difference between gender and Technical Quality with statement 'I can rely on the staff at the clinic to be well trained and qualified.'.

Table 4.38 Multiple Comparisons Gender and Technical Quality (I can rely on the staff at the clinic to be well trained and qualified.)

Technical Quality	Gender	Mean	Male	Female	LGBTQ+	prefer not to answer
			5.43	5.42	5.26	4.40
I can rely on the staff at the clinic to be well trained and qualified.	Male	5.43	-	-.010	-.171	-1.029*
	Female	5.42		-	-.161	-1.018*
	LGBTQ+	5.26			-	-.857
	prefer not to answer	4.40				-

According to table 4.38, when compare male group with prefer not to answer group and compare female group with prefer not to answer group, the respondents in prefer not to answer group are less agree with statement 'I can rely on the staff at the clinic to be well trained and qualified.' than male group and female group.

Table 4.39 Marital Status and Technical Quality

Technical Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I believe I will receive the good result every time I attend the clinic.	Between Groups	12.209	3	4.070	3.771	.011
	Within Groups	411.152	381	1.079		
	Total	423.361	384			

Table 4.39 Marital Status and Technical Quality (cont.)

Technical Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	3.344	3	1.115	3.165	.025
	Within Groups	134.193	381	.352		
	Total	137.537	384			

According to table 4.39, there are two significant differences between marital status and Technical Quality with statement 'I believe I will receive the good result every time I attend the clinic.' and overall Technical Quality.

Table 4.40 Multiple Comparisons Marital Status and Technical Quality (I believe I will receive the good result every time I attend the clinic.)

Technical Quality	Status	Mean	Single	Married	Divorced	prefer not to answer
			5.41	5.45	5.16	4.68
I believe I will receive the good result every time I attend the clinic.	Single	5.41	-	.041	-.246	-.725*
	Married	5.45		-	-.287	-.766*
	Divorced	5.16			-	-.479
	prefer not to answer	4.68				-

According to table 4.40, when compare single status group with prefer not to answer status group and compare married status group with prefer not to answer status group, the respondents in prefer not to answer status group are less agree with statement 'I believe I will receive the good result every time I attend the clinic.' than single status group and married status group.

Table 4.41 Multiple Comparisons Education Level and Technical Quality (Medical equipment in the clinic is up to date.)

Technical Quality	Education	Mean	Primary School & High School	Vocational or Technical	Bachelor Degree	Master Degree
			4.83	5.04	5.46	5.74
Medical equipment in the clinic is up to date.	Primary School & High School	4.83	-	.207	.626	.906
	Vocational or Technical	5.04		-	.419	.699*
	Bachelor Degree	5.46			-	.280
	Master Degree	5.74				-

According to table 4.41, when compare Vocational or Technical group with Master Degree group, the respondents in Master Degree group are more agree with statement 'Medical equipment in the clinic is up to date.' than Vocational or Technical group.

Table 4.42 Monthly Income and Technical Quality

Technical Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I can feel a good change in the results from treatment at the clinic.	Between Groups	12.296	5	2.459	2.264	.048
	Within Groups	411.590	379	1.086		
	Total	423.886	384			

Table 4.42 Monthly Income and Technical Quality (cont.)

Technical Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	4.344	5	.869	2.472	.032
	Within Groups	133.193	379	.351		
	Total	137.537	384			

According to table 4.42, there are two significant differences between monthly income and Technical Quality with statement 'I can feel a good change in the results from treatment at the clinic.' and overall Technical Quality.

Table 4.43 The average spending cost of each visit at the beauty clinic and Technical Quality

Technical Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	6.417	5	1.283	3.710	.003
	Within Groups	131.120	379	.346		
	Total	137.537	384			

According to table 4.43, there is one significant difference between the average spending cost of each visit at the beauty clinic and overall Technical Quality.

Table 4.44 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Technical Quality

Technical Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			5.37	5.60	5.40	5.25	5.35	5.42

Table 4.44 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Technical Quality (cont.)

Technical Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
Overall	Less than 1,000	5.37	-	.230	.030	-.118	-.021	.048
	1,001-10,000	5.60		-	-.201	-.349*	-.252	-.182
	10,001-20,000	5.40			-	-.148	-.051	.019
	20,001-50,000	5.25				-	.097	.167
	50,001-100,000	5.35					-	.069
	More than 100,000	5.42						-

According to table 4.44, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree on overall Technical Quality than the respondents spend cost average 1,001-10,000 THB group.

Table 4.45 Frequent of visit beauty clinics and Technical Quality

Technical Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I can feel a good change in the results from treatment at the clinic.	Between Groups	13.858	5	2.772	2.562	.027
	Within Groups	410.027	379	1.082		
	Total	423.886	384			
I believe I will receive the good result every time I attend the clinic.	Between Groups	27.117	5	5.423	5.187	.000
	Within Groups	396.244	379	1.045		
	Total	423.361	384			

Table 4.45 Frequent of visit beauty clinics and Technical Quality (cont.)

Technical Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I believe having treatment at the clinic has been worthwhile.	Between Groups	12.677	5	2.535	2.335	.042
	Within Groups	411.427	379	1.086		
	Total	424.104	384			
I feel good about the quality of the care given to me at the clinic.	Between Groups	13.360	5	2.672	2.728	.019
	Within Groups	371.201	379	.979		
	Total	384.561	384			
Medical equipment in the clinic is up to date.	Between Groups	12.428	5	2.486	2.480	.032
	Within Groups	379.858	379	1.002		
	Total	392.286	384			
Overall	Between Groups	10.254	5	2.051	6.106	.000
	Within Groups	127.283	379	.336		
	Total	137.537	384			

According to table 4.45, there are six significant differences between frequent of visit beauty clinics and Technical Quality with statement 'I can feel a good change in the results from treatment at the clinic.', statement 'I believe I will receive the good result every time I attend the clinic.', statement 'I believe having treatment at the clinic has been worthwhile.', statement 'I feel good about the quality of the care given to me at the clinic.', statement 'Medical equipment in the clinic is up to date.', and overall Technical Quality.

Table 4.46 Multiple Comparisons Frequent of visit beauty clinics and Technical Quality (I believe I will receive the good result every time I attend the clinic.)

Technical Quality	Q2	Mean	One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
			5.00	5.55	5.42	5.14	5.61	3.00
I believe I will receive the good result every time I attend the clinic.	One time a year or less than that	5.00	-	.549	.424	.143	.609	-2.000
	2-3 times a year	5.55		-	-.125	-.406	.059	-2.549*
	4-10 times a year	5.42			-	-.281	.184	-2.424
	Once a month	5.14				-	.466	-2.143
	2-3 times a month	5.61					-	-2.609*
	Every week or more than that	3.00					-	-

According to table 4.46, when compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics every week or more than that group and compare the respondents visit beauty clinics 2-3 times a month group with the respondents visit beauty clinics every week or more than that group, the respondents in visit beauty clinics every week or more than that group are less agree with statement 'I believe I will receive the good result every time I attend the clinic.' than the respondents visit beauty clinics 2-3 times a year group and the respondents visit beauty clinics 2-3 times a month group.

Table 4.47 Multiple Comparisons Frequent of visit beauty clinics and Overall Technical Quality

Technical Quality	Q2	Mean	One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
			5.16	5.51	5.44	5.25	5.41	3.92
Overall	One time a year or less than that	5.16	-	.346*	.275	.086	.243	-1.246
	2-3 times a year	5.51		-	-.071	-.259	-.102	-1.592*
	4-10 times a year	5.44			-	-.189	-.032	-1.521*
	Once a month	5.25				-	.157	-1.332
	2-3 times a month	5.41					-	-1.489*
	Every week or more than that	3.92						-

According to table 4.47, when compare the respondents visit beauty clinics one time a year or less than that group with the respondents visit beauty clinics 2-3 times a year group, compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics every week or more than that group, compare the respondents visit beauty clinics 4-10 times a year group with the respondents visit beauty clinics every week or more than that group, and compare the respondents visit beauty clinics 2-3 times a month group with the respondents visit beauty clinics every week or more than that group. The respondents in visit beauty clinics every week or more than that group are less agree on overall Technical Quality than the respondents visit beauty clinics 2-3 times a year group, the respondents visit beauty clinics 4-10 times a year group, and the respondents visit beauty clinics 2-3 times a month group. In addition, the respondents visit beauty clinics 2-3 times a year group are more agree on overall Technical Quality than the respondents visit beauty clinics one time a year or less than that group.

4.3.3 Environment Quality

4.3.3.1 Descriptive Statistic of Environment Quality

Table 4.48 Environment Quality

Environment Quality	Mean	Std. Deviation
The furniture at the clinic is comfortable.	5.31	1.083
The clinic looks attractive.	5.34	.985
I like the decoration at the clinic.	5.37	1.048
The lighting at the clinic is appropriate for this setting.	5.35	1.037
The atmosphere at the clinic is pleasing.	5.46	.949
The temperature at the clinic is pleasant.	5.41	1.012
The clinic smells pleasant.	5.28	1.041
Overall	**5.36**	**.557**

According to table 4.48, overall Environment Quality has average mean 5.36. The item has highest mean is 'The atmosphere at the clinic is pleasing.' (mean = 5.46). While the item has lowest mean is 'The clinic smells pleasant.' (mean = 5.28).

4.3.3.2 Differences Among Factors

Table 4.49 Gender and Environment Quality

Environment Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I like the decoration at the clinic.	Between Groups	9.435	3	3.145	2.903	.035
	Within Groups	412.706	381	1.083		
	Total	422.140	384			

According to table 4.49, there is one significant difference between gender and Environment Quality with statement 'I like the decoration at the clinic.'.

Table 4.50 Multiple Comparisons Gender and Environment Quality (I like the decoration at the clinic.)

Environment Quality	Gender	Mean	Male	Female	LGBTQ+	prefer not to answer
			5.57	5.38	4.97	5.10
I like the decoration at the clinic.	Male	5.57	-	-.191	-.600*	-.471
	Female	5.38		-	-.409	-.280
	LGBTQ+	4.97			-	.129
	prefer not to answer	5.10				-

According to table 4.50, when compare male group with LGBTQ+ group, the respondents in LGBTQ+ group are less agree with statement 'I like the decoration at the clinic.' than male group.

Table 4.51 Marital Status and Environment Quality

Environment Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I like the decoration at the clinic.	Between Groups	11.335	3	3.778	3.504	.016
	Within Groups	410.805	381	1.078		
	Total	422.140	384			
Overall	**Between Groups**	**2.669**	**3**	**.890**	**2.910**	**.034**
	Within Groups	**116.475**	**381**	**.306**		
	Total	**119.144**	**384**			

According to table 4.51, there are two significant differences between marital status and Environment Quality with statement 'I like the decoration at the clinic.' and overall Environment Quality.

Table 4.52 Multiple Comparisons Marital Status and Environment Quality (I like the decoration at the clinic.)

Environment Quality	Status	Mean	Single	Married	Divorced	prefer not to answer
			5.47	5.41	5.23	4.68
I like the decoration at the clinic.	Single	5.47	-	-.061	-.237	-.785[*]
	Married	5.41		-	-.176	-.724[*]
	Divorced	5.23			-	-.548
	prefer not to answer	4.68				-

According to table 4.52, when compare single status group with prefer not to answer status group and compare married status group with prefer not to answer status group, the respondents in prefer not to answer status group are less agree with statement 'I like the decoration at the clinic.' than single status group and married status group.

Table 4.53 Education Level and Environment Quality

Environment Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The temperature at the clinic is pleasant.	Between Groups	10.219	3	3.406	3.391	.018
	Within Groups	382.757	381	1.005		
	Total	392.977	384			

According to table 4.53, there is one significant difference between education level and Environment Quality with statement 'The temperature at the clinic is pleasant.'.

Table 4.54 Multiple Comparisons Education Level and Environment Quality (The temperature at the clinic is pleasant.)

Environment Quality	Education	Mean	Primary School & High School	Vocational or Technical	Bachelor Degree	Master Degree
			5.33	5.00	5.49	5.37
The temperature at the clinic is pleasant.	Primary School & High School	5.33	-	-.333	.154	.036
	Vocational or Technical	5.00		-	.488*	.370
	Bachelor Degree	5.49			-	-.118
	Master Degree	5.37				-

According to table 4.54, when compare Vocational or Technical group with Bachelor Degree group, the respondents in Bachelor Degree group are more agree with statement 'The temperature at the clinic is pleasant.' than Vocational or Technical group.

Table 4.55 Occupation and Environment Quality

Environment Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The atmosphere at the clinic is pleasing.	Between Groups	11.626	5	2.325	2.639	.023
	Within Groups	333.916	379	.881		
	Total	345.543	384			
The temperature at the clinic is pleasant.	Between Groups	12.190	5	2.438	2.426	.035
	Within Groups	380.787	379	1.005		
	Total	392.977	384			

Table 4.55 Occupation and Environment Quality (cont.)

Environment Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic smells pleasant.	Between Groups	22.510	5	4.502	4.335	.001
	Within Groups	393.630	379	1.039		
	Total	416.140	384			

According to table 4.55, there are three significant differences between occupation and Environment Quality with statement 'The atmosphere at the clinic is pleasing.', statement 'The temperature at the clinic is pleasant.', and statement 'The clinic smells pleasant.'.

Table 4.56 Multiple Comparisons Occupation and Environment Quality (The clinic smells pleasant.)

Environment Quality	Occupation		Student	Gov. employee	Private employee	Business owner	Retired	House wife
		Mean	5.41	5.75	5.60	5.16	5.31	4.30
The clinic smells pleasant.	Student	5.41	-	-.147	-.586	-.444	-1.450*	-.550
	Government employee	5.75		-	-.440	-.298	-1.303*	-.403
	Private employee	5.60			-	.142	-.864	.036
	Business owner	5.16				-	-1.006	-.106
	Retired	5.31					-	.900
	Housewife	4.30						-

According to table 4.56, when compare student group with retired group and compare government employee group with retired group, the respondents in retired group are less agree with statement 'The clinic smells pleasant.' than student group and government employee group.

Table 4.57 The average spending cost of each visit at the beauty clinic and Environment
Quality

Environment Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The furniture at the clinic is comfortable.	Between Groups	18.604	5	3.721	3.264	.007
	Within Groups	431.993	379	1.140		
	Total	450.597	384			
The lighting at the clinic is appropriate for this setting.	Between Groups	12.668	5	2.534	2.398	.037
	Within Groups	400.386	379	1.056		
	Total	413.055	384			
Overall	**Between Groups**	**4.231**	**5**	**.846**	**2.791**	**.017**
	Within Groups	**114.913**	**379**	**.303**		
	Total	**119.144**	**384**			

According to table 4.57, there are three significant differences between the
average spending cost of each visit at the beauty clinic and Environment Quality with
statement 'The furniture at the clinic is comfortable.', statement 'The lighting at the clinic
is appropriate for this setting.', and overall Environment Quality.

Table 4.58 Multiple Comparisons The average spending cost of each visit at the beauty
clinic and Environment Quality (The furniture at the clinic is comfortable.)

Environment Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			5.63	5.55	5.41	5.03	5.36	5.00
The furniture at the clinic is comfortable.	Less than 1,000	5.63	-	-.085	-.224	-.601	-.270	-.632

Table 4.58 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Environment Quality (The furniture at the clinic is comfortable.) (cont.)

Environ ment Quality	Q1	Mean	Less than 1,000	1,001- 10,000	10,001- 20,000	20,001- 50,000	50,001- 100,000	More than 100,000
			5.63	5.55	5.41	5.03	5.36	5.00
The furniture at the clinic is comfortable.	1,001- 10,000	5.55		-	-.139	-.516*	-.185	-.547
	10,001- 20,000	5.41			-	-.377	-.046	-.407
	20,001- 50,000	5.03				-	.331	-.030
	50,001- 100,000	5.36					-	-.361
	More than 100,000	5.00						-

According to table 4.58, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'The furniture at the clinic is comfortable.' than the respondents spend cost average 1,001-10,000 THB group

Table 4.59 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Environment Quality

Environ ment Quality	Q1	Mean	Less than 1,000	1,001- 10,000	10,001- 20,000	20,001- 50,000	50,001- 100,000	More than 100,000
			5.48	5.50	5.39	5.23	5.34	5.46
Overall	Less than 1,000	5.48	-	.015	-.090	-.250	-.144	-.017

Table 4.59 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Environment Quality (cont.)

Environment Quality	Q1	Mean	Less than 1,000	1,001- 10,000	10,001- 20,000	20,001- 50,000	50,001- 100,000	More than 100,000
			5.48	5.50	5.39	5.23	5.34	5.46
	1,001- 10,000	5.50		-	-.105	-.265*	-.159	-.032
	10,001- 20,000	5.39			-	-.160	-.054	.073
	20,001- 50,000	5.23				-	.106	.233
	50,001- 100,000	5.34					-	.127
	More than 100,000	5.46						-

According to table 4.59, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree on overall Environment Quality than the respondents spend cost average 1,001-10,000 THB group.

Table 4.60 Frequent of visit beauty clinics and Environment Quality

Environment Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The furniture at the clinic is comfortable.	Between Groups	16.301	5	3.260	2.845	.015
	Within Groups	434.297	379	1.146		
	Total	450.597	384			

Table 4.60 Frequent of visit beauty clinics and Environment Quality (cont.)

Environment Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic looks attractive.	Between Groups	24.527	5	4.905	5.339	.000
	Within Groups	348.216	379	.919		
	Total	372.743	384			
The atmosphere at the clinic is pleasing.	Between Groups	14.511	5	2.902	3.323	.006
	Within Groups	331.031	379	.873		
	Total	345.543	384			
Overall	**Between Groups**	**6.535**	**5**	**1.307**	**4.399**	**.001**
	Within Groups	**112.609**	**379**	**.297**		
	Total	**119.144**	**384**			

According to table 4.60, there are four significant differences between frequent of visit beauty clinics and Environment Quality with statement 'The furniture at the clinic is comfortable.', statement 'The clinic looks attractive.', statement 'The atmosphere at the clinic is pleasing.', and overall Environment Quality.

Table 4.61 Multiple Comparisons Frequent of visit beauty clinics and Environment Quality (The clinic looks attractive.)

Environment Quality	Q2	Mean	One time a year or less than that	2-3 Times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
			4.86	5.54	5.49	5.21	4.91	4.50
The clinic looks attractive.	One time a year or less than that	4.86	-	.678*	.638*	.351	.056	-.357

Table 4.61 Multiple Comparisons Frequent of visit beauty clinics and Environment Quality (The clinic looks attractive.) (cont.)

Environment Quality	Q2	Mean	One time a year or less than that	2-3 Times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
			4.86	5.54	5.49	5.21	4.91	4.50
	2-3 times a year	5.54		-	-.040	-.327	-.622	-1.035
	4-10 times a year	5.49			-	-.287	-.582	-.995
	Once a month	5.21				-	-.295	-.708
	2-3 times a month	4.91					-	-.413
	Every week or more than that	4.50						-

According to table 4.61, when compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics one time a year or less than that group and compare the respondents visit beauty clinics 4-10 times a year group with the respondents visit beauty clinics one time a year or less than that group, the respondents in visit beauty clinics 2-3 times a year group and the respondents visit beauty clinics 4-10 times a year group are more agree with statement 'The clinic looks attractive.' than the respondents visit beauty clinics one time a year or less than that group.

4.3.4 Administrative Quality

4.3.4.1 Descriptive Statistic of Administrative Quality

Table 4.62 Administrative Quality

Administrative Quality	Mean	Std. Deviation
The clinic keeps waiting time to a minimum.	5.36	.983
Generally, appointments at the clinic run on time.	5.35	1.010
The registration procedures at the clinic are efficient.	5.34	.992
The clinic's opening hours meet my needs	5.38	.974
The clinic supports patients after treatment. (e.g., make an appointment for following up, call for ask after treatment)	5.34	1.066
The clinic takes response after treatment if the results are not as expected.	5.29	1.047
The clinic provides patients with services beyond medical treatment.	5.27	.982
Overall	**5.33**	**.555**

According to table 4.62, overall Administrative Quality has average mean 5.33. The item has highest mean is 'The clinic's opening hours meet my needs.' (mean = 5.38). While the item has lowest mean is 'The clinic provides patients with services beyond medical treatment.' (mean = 5.27).

4.3.4.2 Differences Among Factors

Table 4.63 Gender and Administrative Quality

Administrative Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Generally, appointments at the clinic run on time.	Between Groups	10.027	3	3.342	3.337	.019
	Within Groups	381.635	381	1.002		
	Total	391.662	384			

Table 4.63 Gender and Administrative Quality (cont.)

Administrative Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	**Between Groups**	**2.419**	**3**	**.806**	**2.647**	**.049**
	Within Groups	**116.053**	**381**	**.305**		
	Total	**118.472**	**384**			

According to table 4.63, there are two significant differences between gender and Administrative Quality with statement 'Generally, appointments at the clinic run on time.' and overall Administrative Quality.

Table 4.64 Multiple Comparisons Gender and Administrative Quality (Generally, appointments at the clinic run on time.)

Administrative Quality	Gender	Mean	Male	Female	LGBTQ+	prefer not to answer
			5.23	5.45	4.94	5.10
Generally, appointments at the clinic run on time.	Male	5.23	-	.215	-.291	-.134
	Female	5.45		-	-.506[*]	-.349
	LGBTQ+	4.94			-	.157
	prefer not to answer	5.10				-

According to table 4.64, when compare female group with LGBTQ+ group, the respondents in LGBTQ+ group are less agree with statement 'Generally, appointments at the clinic run on time.' than female group.

Table 4.65 Marital Status and Administrative Quality

Administrative Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	**Between Groups**	**2.957**	**3**	**.986**	**3.251**	**.022**
	Within Groups	**115.515**	**381**	**.303**		
	Total	**118.472**	**384**			

According to table 4.65, there is one significant difference between marital status and overall Administrative Quality

Table 4.66 The average spending cost of each visit at the beauty clinic and Administrative Quality

Administrative Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic keeps waiting time to a minimum.	Between Groups	12.255	5	2.451	2.589	.026
	Within Groups	358.836	379	.947		
	Total	371.091	384			
The clinic supports patients after treatment. (e.g., make an appointment for following up, call for ask after treatment)	Between Groups	14.648	5	2.930	2.632	.023
	Within Groups	421.778	379	1.113		
	Total	436.426	384			
The clinic takes response after treatment if the results are not as expected.	Between Groups	12.449	5	2.490	2.310	.044
	Within Groups	408.549	379	1.078		
	Total	420.997	384			
Overall	**Between Groups**	**5.421**	**5**	**1.084**	**3.635**	**.003**
	Within Groups	**113.051**	**379**	**.298**		
	Total	**118.472**	**384**			

According to table 4.66, there are four significant differences between the average spending cost of each visit at the beauty clinic and Administrative Quality with statement 'The clinic keeps waiting time to a minimum.', statement 'The clinic supports patients after treatment. (e.g., make an appointment for following up, call for ask after treatment).', statement 'The clinic takes response after treatment if the results are not as expected., and overall Administrative Quality.

Table 4.67 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Administrative Quality

Administrative Quality	Q1	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			5.23	5.52	5.35	5.21	5.33	5.57
Overall	Less than 1,000	5.23	-	.284	.117	-.025	.092	.338
	1,001-10,000	5.52		-	-.166	-.309*	-.191	.055
	10,001-20,000	5.35			-	-.143	-.025	.221
	20,001-50,000	5.21				-	.118	.364
	50,001-100,000	5.33					-	.246
	More than 100,000	5.57						-

According to table 4.67, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree on overall Administrative Quality than the respondents spend cost average 1,001-10,000 THB group.

Table 4.68 Frequent of visit beauty clinics and Administrative Quality

Administrative Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic supports patients after treatment. (e.g., make an appointment for following up, call for ask after treatment)	Between Groups	20.435	5	4.087	3.724	.003
	Within Groups	415.991	379	1.098		
	Total	436.426	384			

According to table 4.68, there is one significant difference between frequent of visit beauty clinics and Administrative Quality with statement 'The clinic supports patients after treatment. (e.g., make an appointment for following up, call for ask after treatment).

4.3.5 Overall Service Quality

4.3.5.1 Descriptive Statistic of Overall Service Quality

Table 4.69 Overall Service Quality

Service Quality	Mean	Std. Deviation
Overall	5.34	.506

According to table 4.69, overall Service Quality has average mean 5.34.

4.3.5.2 Differences Among Factors

Table 4.70 Marital Status and Overall Service Quality

Service Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	3.207	3	1.069	4.280	.005
	Within Groups	95.159	381	.250		
	Total	98.366	384			

According to table 4.70, there is significant difference between Marital Status and overall Service Quality.

Table 4.71 Multiple Comparisons Marital Status and Overall Service Quality

Service Quality	Status		Single	Married	Divorced	prefer not to answer
		Mean	5.39	5.37	5.20	5.03
Overall	Single	5.39	-	-.019	-.193	-.359[*]
	Married	5.37		-	-.174	-.340[*]
	Divorced	5.20			-	-.166
	prefer not to answer	5.03				-

According to table 4.71, when compare single status group with prefer not to answer status group and compare married status group with prefer not to answer status group, the respondents in prefer not to answer status group are less agree on overall Service Quality than single status group and married status group.

Table 4.72 The average spending cost of each visit at the beauty clinic and Overall
Service Quality

Service Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	6.751	5	1.350	5.586	.000
	Within Groups	91.615	379	.242		
	Total	98.366	384			

According to table 4.72, there is significant difference between the average
spending cost of each visit at the beauty clinic and overall Service Quality.

Table 4.73 Multiple Comparisons The average spending cost of each visit at the beauty
clinic and Overall Service Quality

Service Quality	spending cost	Mean	Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
			5.31	5.55	5.38	5.19	5.33	5.47
Overall	Less than 1,000	5.31	-	.240	.067	-.114	.017	.157
	1,001-10,000	5.55		-	-.173	-.354*	-.222	-.083
	10,001-20,000	5.38			-	-.181	-.050	.090
	20,001-50,000	5.19				-	.132	.271
	50,001-100,000	5.33					-	.140
	More than 100,000	5.47						-

According to table 4.73, when compare the respondents spend cost of each visit
at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of
each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend
cost average 20,001-50,000 THB group are less agree on overall Service Quality than the
respondents spend cost average 1,001-10,000 THB group.

Table 4.74 Frequent of visit beauty clinics and Overall Service Quality

Service Quality	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	6.837	5	1.367	5.662	.000
	Within Groups	91.529	379	.242		
	Total	98.366	384			

According to table 4.74, there is significant difference between frequent of visit beauty clinics and overall Service Quality.

Table 4.75 Multiple Comparisons Frequent of visit beauty clinics and Overall Service Quality

Service Quality	Frequent	Mean	One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
			5.16	5.47	5.39	5.22	5.23	4.52
Overall	One time a year or less than that	5.16	-	.313*	.231	.061	.070	-.640
	2-3 times a year	5.47		-	-.082	-.252*	-.244	-.953
	4-10 times a year	5.39			-	-.170	-.162	-.871
	Once a month	5.22				-	.009	-.700
	2-3 times a month	5.23					-	-.709
	Every week or more than that	4.52						-

According to table 4.75, when compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics once a month group, the respondents in visit beauty clinics once a month group are less agree on overall Service Quality than the respondents visit beauty clinics 2-3 times a year group

4.4 Customer Relationship Management (CRM)

4.4.1 Key Customers focus

4.4.1.1 Descriptive Statistic of Key Customers focus

Table 4.76 Key Customers focus

Key Customers focus	Mean	Std. Deviation
The clinic provides customize treatment for each patient.	5.79	.982
When the clinic finds that the patient would like to modify a product/service, the staff make coordinated efforts to do so.	5.00	1.067
Overall	**5.40**	**.796**

According to table 4.76, overall Key Customers focus has average mean 5.40. The item has highest mean is 'The clinic provides customize treatment for each patient.' (mean = 5.79), followed by 'When the clinic finds that the patient would like to modify a product/service, the staff make coordinated efforts to do so.' (mean = 5.00)

4.4.1.2 Differences Among Factors

Table 4.77 Education Level and Key Customers focus

Key Customers focus	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic provides customize treatment for each patient.	Between Groups	7.725	3	2.575	2.708	.045
	Within Groups	362.234	381	.951		
	Total	369.958	384			

According to table 4.77, there is one significant difference between education level and Key Customers focus with statement 'The clinic provides customize treatment for each patient.'.

Table 4.78 Multiple Comparisons Education Level and Key Customers focus (The clinic provides customize treatment for each patient.)

Key Customers focus	Education		Primary School & High School	Vocational or Technical	Bachelor Degree	Master Degree
		Mean	4.67	5.80	5.81	5.78
The clinic provides customize treatment for each patient.	Primary School & High School	4.67	-	1.133	1.146*	1.116
	Vocational or Technical	5.80		-	.013	-.017
	Bachelor Degree	5.81			-	-.030
	Master Degree	5.78				-

According to table 4.78, when compare Primary School & High School group with Bachelor Degree group, the respondents in Bachelor Degree group are more agree with statement 'The clinic provides customize treatment for each patient.' than The clinic provides customize treatment for each patient group.

Table 4.79 The average spending cost of each visit at the beauty clinic and Key Customers focus

Key Customers focus	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
When the clinic finds that the patient would like to modify a product/service, the staff make coordinated efforts to do so.	Between Groups	22.238	5	4.448	4.064	.001
	Within Groups	414.760	379	1.094		
	Total	436.997	384			

Table 4.79 The average spending cost of each visit at the beauty clinic and Key
Customers focus (cont.)

Key Customers focus	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	11.409	5	2.282	3.729	.003
	Within Groups	231.935	379	.612		
	Total	243.344	384			

According to table 4.79, there are two significant differences between the
average spending cost of each visit at the beauty clinic and Key Customers focus with
statement 'When the clinic finds that the patient would like to modify a product/service, the
staff make coordinated efforts to do so.' and overall Key Customers focus.

Table 4.80 Multiple Comparisons The average spending cost of each visit at the beauty
clinic and Key Customers focus (When the clinic finds that the patient would like to
modify a product/service, the staff make coordinated efforts to do so.)

Key Customers focus	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	4.74	5.38	4.98	4.77	5.14	5.25
When the clinic finds that the patient would like to modify a product/service, the staff make coordinated efforts to do so	Less than 1,000	4.74	-	.647	.245	.028	.402	.513
	1,001-10,000	5.38		-	-.402	-.619*	-.245	-.134
	10,001-20,000	4.98			-	-.216	.157	.269
	20,001-50,000	4.77				-	.374	.485
	50,001-100,000	5.14					-	.111
	More than 100,000	5.25						-

According to table 4.80, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'When the clinic finds that the patient would like to modify a product/service, the staff make coordinated efforts to do so.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.81 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Key Customers focus

Key Customers focus	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	5.00	5.21	5.63	5.41	5.21	5.51
Overall	Less than 1,000	5.00	-	.423	.197	.002	.303	.664
	1,001-10,000	5.21		-	-.226	-.422*	-.120	.241
	10,001-20,000	5.63			-	-.195	.106	.468
	20,001-50,000	5.41				-	.302	.663
	50,001-100,000	5.21					-	.361
	More than 100,000	5.51						-

According to table 4.81, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are more agree on overall Key Customers focus than the respondents spend cost average 1,001-10,000 THB group.

4.4.2 CRM organization

4.4.2.1 Descriptive Statistic of CRM organization

Table 4.82 CRM organization

CRM organization	Mean	Std. Deviation
The clinic has the sales and marketing which support CRM. (e.g., membership, point collection)	5.16	1.187
The staff can memorize each patient's treatment history and needs, and also try to create positive relationship.	5.59	.993
The patients will receive special prices or services if they are regular customers.	5.36	1.029
The clinic tries to develop the things base on customers' needs and feedback.	5.17	1.004
Overall	5.32	.665

According to table 4.82, overall CRM organization has average mean 5.32. The item has highest mean is 'The staff can memorize each patient's treatment history and needs, and also try to create positive relationship.' (mean = 5.59). While the item has lowest mean is 'The clinic has the sales and marketing which support CRM. (e.g., membership, point collection).' (mean = 5.16).

4.4.2.2 Differences Among Factors

Table 4.83 Current resident and CRM organization

CRM organization	Resident	n	Mean	t	Sig.
The clinic has the sales and marketing which support CRM. (e.g., membership, point collection)	Bangkok	362	5.20	2.488	.013
	Others	23	4.57		
The staff can memorize each patient's treatment history and needs, and also try to create positive relationship.	Bangkok	362	5.59	-.082	.935
	Others	23	5.61		
The patients will receive special prices or services if they are regular customers.	Bangkok	362	5.36	-.158	.875
	Others	23	5.39		

Table 4.83 Current resident and CRM organization (cont.)

CRM organization	Resident	n	Mean	t	Sig.
The clinic tries to develop the things base on customers' needs and feedback.	Bangkok	362	5.16	-1.285	.200
	Others	23	5.43		
Overall	**Bangkok**	**362**	**5.33**	**.526**	**.599**
	Others	**23**	**5.25**		

According to table 4.83, there is one significant difference between current resident and CRM organization with statement 'The clinic has the sales and marketing which support CRM. (e.g., membership, point collection).'.

Table 4.84 Marital Status and CRM organization

CRM organization	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic has the sales and marketing which support CRM. (e.g., membership, point collection)	Between Groups	16.816	3	5.605	4.071	.007
	Within Groups	524.520	381	1.377		
	Total	541.335	384			
The patients will receive special prices or services if they are regular customers.	Between Groups	10.215	3	3.405	3.273	.021
	Within Groups	396.320	381	1.040		
	Total	406.535	384			

According to table 4.84, there are two significant differences between marital status and CRM organization with statement 'The clinic has the sales and marketing which support CRM. (e.g., membership, point collection).' and statement 'The patients will receive special prices or services if they are regular customers.'.

Table 4.85 Multiple Comparisons Marital Status and CRM organization [The clinic has the sales and marketing which support CRM. (e.g., membership, point collection).]

CRM organization	Status		Single	Married	Divorced	prefer not to answer
		Mean	5.05	5.35	4.72	5.05
The clinic has the sales and marketing which support CRM. (e.g., membership, point collection)	Single	5.05	-	.300	-.325	.007
	Married	5.35		-	-.625*	-.293
	Divorced	4.72			-	.332
	prefer not to answer	5.05				-

According to table 4.85, when compare married status group with divorced status group, the respondents in divorced status group are less agree with statement 'The clinic has the sales and marketing which support CRM. (e.g., membership, point collection)' than married status group.

Table 4.86 Multiple Comparisons Marital Status and CRM organization (The patients will receive special prices or services if they are regular customers.)

CRM organization	Status		Single	Married	Divorced	prefer not to answer
		Mean	5.29	5.47	5.37	4.74
The patients will receive special prices or services if they are regular customers.	Single	5.29	-	.178	.084	-.551
	Married	5.47		-	-.094	-.729*
	Divorced	5.37			-	-.635
	prefer not to answer	4.74				-

According to table 4.86, when compare married status group with prefer not to answer status group, the respondents in prefer not to answer status group are less agree with statement 'The patients will receive special prices or services if they are regular customers.' than married status group.

Table 4.87 The average spending cost of each visit at the beauty clinic and CRM organization

CRM organization	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic has the sales and marketing which support CRM. (e.g., membership, point collection)	Between Groups	17.160	5	3.432	2.481	.031
	Within Groups	524.175	379	1.383		
	Total	541.335	384			
The staff can memorize each patient's treatment history and needs, and also try to create positive relationship.	Between Groups	11.197	5	2.239	2.308	.044
	Within Groups	367.780	379	.970		
	Total	378.977	384			

According to table 4.87, there are two significant differences between the average spending cost of each visit at the beauty clinic and CRM organization with statement 'The clinic has the sales and marketing which support CRM. (e.g., membership, point collection).' and statement 'The staff can memorize each patient's treatment history and needs, and also try to create positive relationship.'.

Table 4.88 Frequent of visit beauty clinics and CRM organization

CRM organization	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff can memorize each patient's treatment history and needs,	Between Groups	13.881	5	2.776	2.882	.014
	Within Groups	365.096	379	.963		

Table 4.88 Frequent of visit beauty clinics and CRM organization (cont.)

CRM organization	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
and also try to create positive relationship.	Total	378.977	384			
Overall	**Between Groups**	**5.815**	**5**	**1.163**	**2.686**	**.021**
	Within Groups	**164.069**	**379**	**.433**		
	Total	169.884	384			

According to table 4.88, there are two significant differences between frequent of visit beauty clinics and CRM organization with statement 'The staff can memorize each patient's treatment history and needs, and also try to create positive relationship.' and overall CRM organization.

4.4.3 Knowledge Management

4.4.3.1 Descriptive Statistic of Knowledge Management

Table 4.89 Knowledge Management

Knowledge Management	Mean	Std. Deviation
The staff are willing to help customers in a responsive manner.	5.36	1.017
The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form)	5.40	1.100
Customers can expect prompt service from the staff at the clinic.	5.39	.997
Overall	**5.38**	**.670**

According to table 4.89, overall Knowledge Management has average mean 5.38. The item has highest mean is 'The clinic provides channels to communicate with

customers. (e.g., online chat, call-center or staff call, feedback form).' (mean = 5.40). While the item has lowest mean is 'The staff are willing to help customers in a responsive manner.' (mean = 5.36).

4.4.3.2 Differences Among Factors

Table 4.90 Marital Status and Knowledge Management

Knowledge Management	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	**Between Groups**	**5.153**	**3**	**1.718**	**3.917**	**.009**
	Within Groups	**167.065**	**381**	**.438**		
	Total	**172.218**	**384**			

According to table 4.90, there is one significant difference between marital status and overall Knowledge Management.

Table 4.91 Multiple Comparisons Marital Status and Overall Knowledge Management

Knowledge Management	Status		Single	Married	Divorced	prefer not to answer
		Mean	5.51	5.37	5.13	5.23
Overall	Single	5.51	-	-.132	-.373*	-.277
	Married	5.37		-	-.242	-.145
	Divorced	5.13			-	.096
	prefer not to answer	5.23				-

According to table 4.91, when compare single status group with divorced group, the respondents in divorced status group are less agree on overall Knowledge Management than single status group.

Table 4.92 Occupation and Knowledge Management

Knowledge Management	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form)	Between Groups	21.123	5	4.225	3.610	.003
	Within Groups	443.474	379	1.170		
	Total	464.597	384			

According to table 4.92, there is one significant difference between occupation and Knowledge Management with statement 'The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form)'.

Table 4.93 Multiple Comparisons Occupation and Knowledge Management (The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form)

Knowledge Management	Occupation		Student	Government employee	Private employee	Business owner	Retired	Housewife
		Mean	5.50	5.33	5.49	5.44	4.60	3.80
The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form)	Student	5.50	-	-.172	-.015	-.062	-.900	-1.700
	Government employee	5.33		-	.158	.110	-.728	-1.528
	Private employee	5.49			-	-.047	-.885	-1.685*
	Business owner	5.44				-	-.838	-1.638
	Retired	4.60					-	-.800
	Housewife	3.80						-

According to table 4.93, when compare housewife group with private employee group, the respondents in housewife group are less agree with statement 'The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form)' than private employee group.

Table 4.94 Monthly Income and Knowledge Management

Knowledge Management	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form)	Between Groups	15.917	5	3.183	2.689	.021
	Within Groups	448.680	379	1.184		
	Total	464.597	384			
Overall	**Between Groups**	**5.801**	**5**	**1.160**	**2.642**	**.023**
	Within Groups	**166.416**	**379**	**.439**		
	Total	**172.218**	**384**			

According to table 4.94, there are two significant differences between monthly income and Knowledge Management with statement 'The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form).' and overall Knowledge Management.

Table 4.95 Multiple Comparisons Monthly Income and Overall Knowledge Management

Knowledge Management	Income		Less than 9,000	9,000-15,000	15,001-25,000	25,001-50,000	50,001-100,000	More than 100,000
		Mean	5.53	5.56	5.40	5.24	5.36	5.42
Overall	Less than 9,000	5.53	-	.032	-.122	-.286	-.165	-.110
	9,000-15,000	5.56		-	-.154	-.318*	-.197	-.141
	15,001-25,000	5.40			-	-.164	-.043	.012
	25,001-50,000	5.24				-	.121	.177
	50,001-100,000	5.36					-	.056
	More than 100,000	5.42						-

According to table 4.95, when compare monthly income 9,000-15,000 THB group with monthly income 25,001-50,000 THB group, the respondents in monthly income 25,001-50,000 THB group are less agree on overall Knowledge Management than monthly income 9,000-15,000 THB group.

Table 4.96 The average spending cost of each visit at the beauty clinic and Knowledge Management

Knowledge Management	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	**Between Groups**	**5.946**	**5**	**1.189**	**2.711**	**.020**
	Within Groups	**166.271**	**379**	**.439**		
	Total	**172.218**	**384**			

According to table 4.96, there is one significant difference between the average spending cost of each visit at the beauty clinic and overall Knowledge Management.

Table 4.97 Frequent of visit beauty clinics and Knowledge Management

Knowledge Management	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	**Between Groups**	**5.946**	**5**	**1.189**	**2.711**	**.020**
	Within Groups	**166.271**	**379**	**.439**		
	Total	**172.218**	**384**			

According to table 4.97, there is one significant difference between frequent of visit beauty clinics and Knowledge Management.

4.4.4 Technology-based CRM

4.4.4.1 Descriptive Statistic of Technology-based CRM

Table 4.98 Technology-based CRM

Technology-based CRM	Mean	Std. Deviation
The clinic has a good system to keep customer data and membership. (e.g., SMS or online chat to confirm point, can easily recall previous treatment history)	5.27	1.002
Every staff in both online and offline channels know my patient's information and history accurately.	5.38	1.034
I know that the clinic maintains a comprehensive database of customers.	5.36	.933
Overall	**5.33**	**.656**

According to table 4.98, overall Technology-based CRM has average mean 5.33. The item has highest mean is 'Every staff in both online and offline channels know my patient's information and history accurately.' (mean = 5.38). While the item has lowest mean is 'The clinic has a good system to keep customer data and membership. (e.g., SMS or online chat to confirm point, can easily recall previous treatment history).' (mean = 5.27).

4.4.4.2 Differences Among Factors

Table 4.99 Current Resident and Technology-based CRM

Technology-based CRM	Resident	n	Mean	Std. Deviation	t	Sig.
The clinic has a good system to keep customer data and membership. (e.g., SMS or online chat to confirm point, can easily recall previous treatment history)	Bangkok	362	5.30	.987	2.202	.028
	Others	23	4.83	1.154		

According to table 4.99, there is one significant difference between current resident and Technology-based CRM with statement 'The clinic has a good system to keep

customer data and membership. (e.g., SMS or online chat to confirm point, can easily recall previous treatment history).'. When compare the respondents live in Bangkok group more agree with this statement than the respondents live outside of the Bangkok Metropolitan Region group.

Table 4.100 The average spending cost of each visit at the beauty clinic and Technology-based CRM

Technology-based CRM	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	5.191	5	1.038	2.459	.033
	Within Groups	160.031	379	.422		
	Total	165.222	384			

According to table 4.100, there is one significant difference between the average spending cost of each visit at the beauty clinic and overall Technology-based CRM.

4.4.5 Overall Customer Relationship Management (CRM)

4.4.5.1 Descriptive Statistic of Overall Customer Relationship Management (CRM)

Table 4.101 Overall Customer Relationship Management (CRM)

Customer Relationship Management (CRM)	Mean	Std. Deviation
Overall	5.35	.520

According to table 4.101, overall Customer Relationship Management (CRM) has average mean 5.35.

4.4.5.2 Differences Among Factors

Table 4.102 The average spending cost of each visit at the beauty clinic and Overall
Customer Relationship Management (CRM)

CRM	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	4.669	5	.934	3.564	.004
	Within Groups	99.293	379	.262		
	Total	103.961	384			

According to table 4.190, there is significant differences between the average
spending cost of each visit at the beauty clinic and overall Customer Relationship
Management (CRM)

Table 4.103 Multiple Comparisons The average spending cost of each visit at the beauty
clinic and Overall Customer Relationship Management (CRM)

CRM	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	5.22	5.49	5.41	5.23	5.35	5.67
Overall	Less than 1,000	5.22	-	.264	.185	.004	.128	.443
	1,001-10,000	5.49		-	-.078	-.259*	-.136	.179
	10,001-20,000	5.41			-	-.181	-.057	.258
	20,001-50,000	5.23				-	.124	.439
	50,001-100,000	5.35					-	.315
	More than 100,000	5.67						-

According to table 4.103, when compare the respondents spend cost of each
visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost
of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in
spend cost average 20,001-50,000 THB group are less agree on overall Customer

Relationship Management (CRM) than the respondents spend cost average 1,001-10,000 THB group.

Table 4.104 Frequent of visit beauty clinics and Overall Customer Relationship Management (CRM)

CRM	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	4.450	5	.890	3.390	.005
	Within Groups	99.511	379	.263		
	Total	103.961	384			

According to table 4.104 there is significant differences between frequent of visit beauty clinics and overall Customer Relationship Management (CRM)

Table 4.105 Multiple Comparisons Frequent of visit beauty clinics and Overall Customer Relationship Management (CRM)

CRM	Frequent		One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
		Mean	5.22	5.46	5.38	5.22	5.30	4.88
Overall	One time a year or less than that	5.22	-	.244	.167	.000	.088	-.341
	2-3 times a year	5.46		-	-.077	-.244*	-.156	-.585
	4-10 times a year	5.38			-	-.167	-.079	-.508
	Once a month	5.22				-	.088	-.341
	2-3 times a month	5.30					-	-.429
	Every week or more than that	4.88						-

According to table 4.105, when compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics once a month, the respondents in visit beauty clinics once a month group are less agree on overall Customer Relationship Management (CRM) than the respondents visit beauty clinics 2-3 times a year group.

4.5 Customer Satisfaction

4.5.1 Descriptive Statistic of Customer Satisfaction

Table 4.106 Customer Satisfaction

Customer Satisfaction	Mean	Std. Deviation
I receive convenience of service, time, place, and all the process in the clinic.	5.75	1.013
The staff are available to contact in every time I need.	5.05	1.019
I receive the continuity of treatment and service.	5.24	1.055
Cost of treatment in the clinic is suitable, comparing to the service I receive.	5.46	.976
The clinic provides many channels to pay. (e.g., cash, e-payment, credit card).	5.61	.992
The staff consider the patient's needs and problems for planning the most suitable treatment.	5.34	1.028
The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.	5.34	.987
The staff treat every patient with prudence.	5.38	.987
The clinic provides effective and up-to-date medical equipment.	5.36	1.029
I can feel the good quality of treatment in the clinic.	5.46	1.012
I satisfy receiving treatment from the clinic.	5.36	.917
Overall	**5.39**	**.533**

According to table 4.106, overall Customer Satisfaction has average mean 5.33. The item has highest mean is 'I receive convenience of service, time, place, and all the process in the clinic.' (mean = 5.75). While the item has lowest mean is 'The staff are available to contact in every time I need.' (mean = 5.05).

4.5.2 Differences Among Factors

Table 4.107 Marital Status and Customer Satisfaction

Customer Satisfaction	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.	Between Groups	8.336	3	2.779	2.892	.035
	Within Groups	366.090	381	.961		
	Total	374.426	384			
I satisfy receiving treatment from the clinic.	Between Groups	13.578	3	4.526	5.576	.001
	Within Groups	309.238	381	.812		
	Total	322.816	384			
Overall	**Between Groups**	**2.628**	**3**	**.876**	**3.137**	**.025**
	Within Groups	**106.386**	**381**	**.279**		
	Total	**109.014**	**384**			

According to table 4.107, there are three significant differences between marital status and Customer Satisfaction with statement 'The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.', statement 'I satisfy receiving treatment from the clinic.', and overall Customer Satisfaction.

Table 4.108 Multiple Comparisons Marital Status and Customer Satisfaction (I satisfy receiving treatment from the clinic.)

Customer Satisfaction	Status		Single	Married	Divorced	prefer not to answer
		Mean	5.56	5.30	5.28	4.74
I satisfy receiving treatment from the clinic.	Single	5.56	-	-.257	-.282	-.824[*]
	Married	5.30		-	-.025	-.567
	Divorced	5.28			-	-.542
	prefer not to answer	4.74				-

According to table 4.108, when compare single status group with prefer not to answer status group, the respondents in prefer not to answer status group are less agree with statement 'I satisfy receiving treatment from the clinic.' than single status group.

Table 4.109 Monthly Income and Customer Satisfaction

Customer Satisfaction	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The clinic provides effective and up-to-date medical equipment.	Between Groups	12.015	5	2.403	2.307	.044
	Within Groups	394.801	379	1.042		
	Total	406.816	384			

According to table 4.109, there is one significant difference between monthly income and Customer Satisfaction with statement 'The clinic provides effective and up-to-date medical equipment.'.

Table 4.110 The average spending cost of each visit at the beauty clinic and Customer
Satisfaction

Customer Satisfaction	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff are available to contact in every time I need.	Between Groups	13.471	5	2.694	2.649	.023
	Within Groups	385.490	379	1.017		
	Total	398.961	384			
I receive the continuity of treatment and service.	Between Groups	19.733	5	3.947	3.668	.003
	Within Groups	407.758	379	1.076		
	Total	427.491	384			
Cost of treatment in the clinic is suitable, comparing to the service I receive.	Between Groups	10.487	5	2.097	2.237	.050
	Within Groups	355.289	379	.937		
	Total	365.777	384			
The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.	Between Groups	18.199	5	3.640	3.872	.002
	Within Groups	356.227	379	.940		
	Total	374.426	384			
The clinic provides effective and up-to-date medical equipment.	Between Groups	14.599	5	2.920	2.821	.016
	Within Groups	392.217	379	1.035		
	Total	406.816	384			
I satisfy receiving treatment from the clinic.	Between Groups	10.309	5	2.062	2.501	.030
	Within Groups	312.506	379	.825		
	Total	322.816	384			
Overall	**Between Groups**	**7.585**	**5**	**1.517**	**5.668**	**.000**
	Within Groups	**101.429**	**379**	**.268**		
	Total	**109.014**	**384**			

According to table 4.110, there are seven significant differences between The average spending cost of each visit at the beauty clinic and Customer Satisfaction with statement 'statement 'The staff are available to contact in every time I need.', statement 'I receive the continuity of treatment and service.', statement 'Cost of treatment in the clinic is suitable, comparing to the service I receive.', statement 'The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.', statement 'The clinic provides effective and up-to-date medical equipment.', statement 'I satisfy receiving treatment from the clinic.', and overall Customer Satisfaction.

Table 4.111 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Customer Satisfaction (The staff are available to contact in every time I need.)

Customer Satisfaction	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	4.95	5.33	5.08	4.84	5.08	5.50
The staff are available to contact in every time I need.	Less than 1,000	4.95	-	.378	.136	-.106	.136	.553
	1,001-10,000	5.33		-	-.242	-.485*	-.242	.174
	10,001-20,000	5.08			-	-.242	0.000	.417
	20,001-50,000	4.84				-	.242	.659
	50,001-100,000	5.08					-	.417
	More than 100,000	5.50						-

According to table 4.111, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'The staff are available to contact in every time I need.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.112 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Customer Satisfaction (I receive the continuity of treatment and service.)

Customer Satisfaction	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	5.53	5.51	5.25	4.95	5.39	5.50
I receive the continuity of treatment and service.	Less than 1,000	5.53	-	-.015	-.276	-.572	-.137	-.026
	1,001-10,000	5.51		-	-.262	-.557*	-.123	-.012
	10,001-20,000	5.25			-	-.295	.139	.250
	20,001-50,000	4.95				-	.434	.545
	50,001-100,000	5.39					-	.111
	More than 100,000	5.50						-

According to table 4.112, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'I receive the continuity of treatment and service.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.113 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Customer Satisfaction (The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.)

Customer Satisfaction	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	5.32	5.67	5.19	5.18	5.61	5.25
The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.	Less than 1,000	5.32	-	.359	-.131	-.134	.295	-.066
	1,001-10,000	5.67		-	-.489*	-.493*	-.063	-.424
	10,001-20,000	5.19			-	-.003	.426	.065
	20,001-50,000	5.18				-	.429	.068
	50,001-100,000	5.61					-	-.361
	More than 100,000	5.25						-

According to table 4.113, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group and compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 10,001-20,000 THB group. The respondents in spend cost average 10,001-20,000 THB group and the respondents in spend cost average 20,001-50,000 THB group are less agree with statement 'The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.' than the respondents spend cost average 1,001-10,000 THB group.

Table 4.114 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Customer Satisfaction

Customer Satisfaction	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	5.36	5.62	5.41	5.24	5.39	5.48
Overall	Less than 1,000	5.36	-	.256	.045	-.124	.028	.114
	1,001-10,000	5.62		-	-.210	-.380*	-.228	-.142
	10,001-20,000	5.41			-	-.169	-.018	.068
	20,001-50,000	5.24				-	.152	.238
	50,001-100,000	5.39					-	.086
	More than 100,000	5.48						-

According to table 4.114, when compare the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group with the respondents spend cost of each visit at the beauty clinic average 20,001-50,000 THB group, the respondents in spend cost average 20,001-50,000 THB group are less agree on overall Customer Satisfaction than the respondents spend cost average 1,001-10,000 THB group.

Table 4.115 Frequent of visit beauty clinics and Customer Satisfaction

Customer Satisfaction	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
The staff are available to contact in every time I need.	Between Groups	12.944	5	2.589	2.542	.028
	Within Groups	386.017	379	1.019		
	Total	398.961	384			
The staff explain about the detail of treatment for help	Between Groups	13.372	5	2.674	2.807	.017
	Within Groups	361.054	379	.953		

Table 4.115 Frequent of visit beauty clinics and Customer Satisfaction (cont.)

Customer Satisfaction	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
making the decision before treatment and the things which need to do after treatment.	Total	374.426	384			
The staff treat every patient with prudence.	Between Groups	14.518	5	2.904	3.058	.010
	Within Groups	359.871	379	.950		
	Total	374.390	384			
The clinic provides effective and up-to-date medical equipment.	Between Groups	13.796	5	2.759	2.661	.022
	Within Groups	393.020	379	1.037		
	Total	406.816	384			
Overall	**Between Groups**	**4.975**	**5**	**.995**	**3.625**	**.003**
	Within Groups	**104.039**	**379**	**.275**		
	Total	**109.014**	**384**			

According to table 4.115, there are five significant differences between frequent of visit beauty clinics and Customer Satisfaction with statement 'The staff are available to contact in every time I need.', statement 'The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.', statement 'The staff treat every patient with prudence.', statement 'The clinic provides effective and up-to-date medical equipment.', and overall Customer Satisfaction.

Table 4.116 Multiple Comparisons Frequent of visit beauty clinics and Customer Satisfaction (The staff treat every patient with prudence.)

Customer Satisfaction	Frequent		One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
		Mean	4.98	5.56	5.40	5.29	5.22	4.50
The staff treat every patient with prudence.	One time a year or less than that	4.98	-	.587*	.428	.310	.241	-.476
	2-3 times a year	5.56		-	-.159	-.278	-.346	-1.063
	4-10 times a year	5.40			-	-.118	-.187	-.904
	Once a month	5.29				-	-.068	-.786
	2-3 times a month	5.22					-	-.717
	Every week or more than that	4.50						-

According to table 4.116, when compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics one time a year or less than that group, the respondents in visit beauty clinics 2-3 times a year group are more agree with statement 'The staff treat every patient with prudence.' than the respondents visit beauty clinics one time a year or less than that group.

4.6 Customer Loyalty

4.6.1 Descriptive Statistic of Customer Loyalty

Table 4.117 Customer Loyalty

Customer Loyalty	Mean	Std. Deviation
No other clinics give services better than this clinic.	5.53	1.015
I consider this clinic as my first choice when I want to do medical aesthetic treatment.	4.97	1.080
I am willing to pay more if it needs to receive the service from this clinic.	5.24	1.113
I like this beauty clinic more than others.	5.41	.991
Even if other clinics were offering a lower rate, I would be still in this clinic.	5.37	1.087
I intend to say positive things about this beauty clinic to other people.	5.25	1.074
I recommend this clinic to other people.	5.36	.958
Compared to other beauty clinics, I visit this clinic most frequently.	5.40	.936
Overall	**5.31**	**.550**

According to table 4.117, overall Customer Loyalty has average mean 5.31. The item has highest mean is 'No other clinics give services better than this clinic.' (mean = 5.53). While the item has lowest mean is 'I consider this clinic as my first choice when I want to do medical aesthetic treatment.' (mean = 4.97).

Table 4.118 Gender and Customer Loyalty

Customer Loyalty	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I like this beauty clinic more than others.	Between Groups	8.855	3	2.952	3.055	.028
	Within Groups	368.122	381	.966		
	Total	376.977	384			

According to table 4.118, there is one significant difference between gender and Customer Loyalty with statement 'I like this beauty clinic more than others.'.

Table 4.119 Multiple Comparisons Gender and Customer Loyalty (I like this beauty clinic more than others.)

Customer Loyalty	Gender		Male	Female	LGBTQ+	prefer not to answer
		Mean	5.68	5.31	5.54	5.50
I like this beauty clinic more than others.	Male	5.68	-	-.367*	-.132	-.175
	Female	5.31		-	.235	.192
	LGBTQ+	5.54			-	-.043
	prefer not to answer	5.50				-

According to table 4.119, when compare male group with female group, the respondents in female group are less agree with statement 'I like this beauty clinic more than others.' than male group.

Table 4.120 Education Level and Customer Loyalty

Customer Loyalty	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I intend to say positive things about this beauty clinic to other people.	Between Groups	9.912	3	3.304	2.909	.034
	Within Groups	432.649	381	1.136		
	Total	442.561	384			

According to table 4.120, there is one significant difference between education level and Customer Loyalty with statement 'I intend to say positive things about this beauty clinic to other people.'.

Table 4.121 Occupation and Customer Loyalty

Customer Loyalty	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
No other clinics give services better than this clinic.	Between Groups	14.690	5	2.938	2.921	.013
	Within Groups	381.154	379	1.006		
	Total	395.844	384			

According to table 4.121, there is one significant difference between occupation and Customer Loyalty with statement 'No other clinics give services better than this clinic.'.

Table 4.122 The average spending cost of each visit at the beauty clinic and Customer Loyalty

Customer Loyalty	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
I consider this clinic as my first choice when I want to do medical aesthetic treatment.	Between Groups	14.978	5	2.996	2.624	.024
	Within Groups	432.648	379	1.142		
	Total	447.626	384			
I like this beauty clinic more than others.	Between Groups	11.948	5	2.390	2.481	.031
	Within Groups	365.028	379	.963		
	Total	376.977	384			
Even if other clinics were offering a lower rate, I would be still in this clinic.	Between Groups	22.960	5	4.592	4.041	.001
	Within Groups	430.666	379	1.136		
	Total	453.626	384			
I recommend this clinic to other people.	Between Groups	10.511	5	2.102	2.331	.042
	Within Groups	341.738	379	.902		
	Total	352.249	384			

Table 4.122 The average spending cost of each visit at the beauty clinic and Customer Loyalty (cont.)

Customer Loyalty	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	5.410	5	1.082	3.703	.003
	Within Groups	110.748	379	.292		
	Total	116.158	384			

According to table 4.122, there are five significant differences between the average spending cost of each visit at the beauty clinic and Customer Loyalty with statement 'I consider this clinic as my first choice when I want to do medical aesthetic treatment.' statement 'I like this beauty clinic more than others.' statement 'Even if other clinics were offering a lower rate, I would be still in this clinic.' statement 'I recommend this clinic to other people.' and overall Customer Loyalty.

Table 4.123 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Customer Loyalty (I like this beauty clinic more than others.)

Customer Loyalty	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	4.74	5.31	5.56	5.44	5.44	5.25
I like this beauty clinic more than others.	Less than 1,000	4.74	-	.577	.819*	.703	.708	.513
	1,001-10,000	5.31		-	.242	.125	.130	-.064
	10,001-20,000	5.56			-	-.116	-.111	-.306
	20,001-50,000	5.44				-	.005	-.189
	50,001-100,000	5.44					-	-.194
	More than 100,000	5.25						-

According to table 4.123, when compare the respondents spend cost of each visit at the beauty clinic average less than 1,000 THB group with the respondents spend cost of each visit at the beauty clinic average 10,001-20,000 THB group, the respondents in spend cost average 10,001-20,000 THB group are more agree with statement 'I like this beauty clinic more than others.' than the respondents spend cost average less than 1,000 THB group.

Table 4.124 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Customer Loyalty (Even if other clinics were offering a lower rate, I would be still in this clinic.)

Customer Loyalty	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	4.58	5.24	5.63	5.30	5.58	5.25
Even if other clinics were offering a lower rate, I would be still in this clinic.	Less than 1,000	4.58	-	.665	1.051*	.717	1.004	.671
	1,001-10,000	5.24		-	.385	.051	.339	.006
	10,001-20,000	5.63			-	-.334	-.046	-.380
	20,001-50,000	5.30				-	.288	-.045
	50,001-100,000	5.58					-	-.333
	More than 100,000	5.25						-

According to table 4.124, when compare the respondents spend cost of each visit at the beauty clinic average less than 1,000 THB group with the respondents spend cost of each visit at the beauty clinic average 10,001-20,000 THB group, the respondents in spend cost average 10,001-20,000 THB group are more agree with statement 'Even if other clinics were offering a lower rate, I would be still in this clinic.' than the respondents spend cost average less than 1,000 THB group.

Table 4.125 Multiple Comparisons The average spending cost of each visit at the beauty clinic and Overall Customer Loyalty

Customer Loyalty	spending cost		Less than 1,000	1,001-10,000	10,001-20,000	20,001-50,000	50,001-100,000	More than 100,000
		Mean	4.90	5.41	5.38	5.24	5.36	5.44
Overall	Less than 1,000	4.90	-	.511*	.479*	.339	.460	.536
	1,001-10,000	5.41		-	-.032	-.172	-.052	.025
	10,001-20,000	5.38			-	-.140	-.020	.057
	20,001-50,000	5.24				-	.121	.197
	50,001-100,000	5.36					-	.076
	More than 100,000	5.44						-

According to table 4.125, when compare the respondents spend cost of each visit at the beauty clinic average less than 1,000 THB group with the respondents spend cost of each visit at the beauty clinic average 1,001-10,000 THB group and compare the respondents spend cost of each visit at the beauty clinic average less than 1,000 THB group with the respondents spend cost of each visit at the beauty clinic average 10,001-20,000 THB group, the respondents in spend cost average 1,001-10,000 THB group and the respondents in spend cost average 10,001-20,000 THB group are more agree on overall Customer Loyalty than the respondents spend cost average less than 1,000 THB group.

Table 4.126 Frequent of visit beauty clinics and Customer Loyalty

Customer Loyalty	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
No other clinics give services better than this clinic.	Between Groups	11.667	5	2.333	2.302	.044
	Within Groups	384.177	379	1.014		

Table 4.126 Frequent of visit beauty clinics and Customer Loyalty (cont.)

Customer Loyalty	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
	Total	395.844	384			
Overall	**Between Groups**	**5.169**	**5**	**1.034**	**3.530**	**.004**
	Within Groups	**110.989**	**379**	**.293**		
	Total	**116.158**	**384**			

According to table 4.126, there are two significant differences between frequent of visit beauty clinics and Customer Loyalty with statement 'No other clinics give services better than this clinic.' and overall Customer Loyalty.

Table 4.127 Multiple Comparisons Frequent of visit beauty clinics and overall Customer Loyalty

Customer Loyal ty	Frequent		One time a year or less than that	2-3 times a year	4-10 times a year	Once a month	2-3 times a month	Every week or more than that
		Mean	5.21	5.44	5.31	5.16	5.31	4.75
Overall	One time a year or less than that	5.21	-	.225	.100	-.057	.095	-.464
	2-3 times a year	5.44		-	-.125	-.282*	-.129	-.689
	4-10 times a year	5.31			-	-.157	-.005	-.564
	Once a month	5.16				-	.152	-.407
	2-3 times a month	5.31					-	-.560
	Every week or more than that	4.75						-

According to table 4.127, when compare the respondents visit beauty clinics 2-3 times a year group with the respondents visit beauty clinics once a month group, the

respondents in visit beauty clinics once a month group are less agree on overall Customer Loyalty than the respondents visit beauty clinics 2-3 times a year group.

4.7 Regression Analysis

For Regression Analysis, this study has developed 2 models in total

Table 4.128 Regression result for factors influence on customer satisfaction

	Coefficients[a]						R	R²	Adj. R²	F
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	.864	.746	.745	561.749
		B	Std. Error	Beta						
1	(Constant)	.414	.149		2.773	.006				
	SQ	.539	.053	.512	10.150	.000				
	CRM	.392	.052	.383	7.587	.000				

According to table 4.128, multiple regression has been conducted to identify the relationship between the independent variables: service quality; CRM and the dependent variable: customer satisfaction. The result shows that both independent variables have a positive relationship with customer satisfaction. In more detail, regarding customer satisfaction, service quality has stronger effect (Beta = .512; t = 10.150; Sig. = .000) than CRM (Beta = .383; t = 7.587; Sig. = .000).
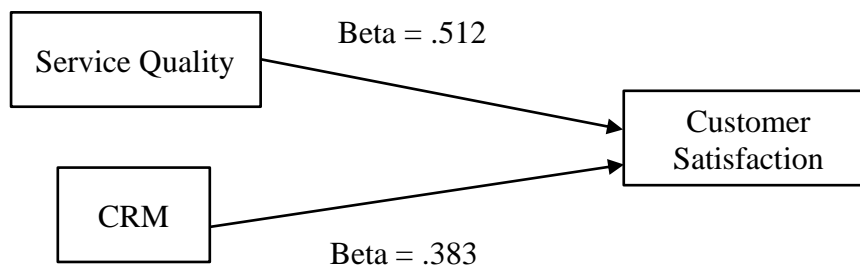
Figure 4.1 Model1: factors influence customer satisfaction

Table 4.129 Regression result for factors influence on customer loyalty

								R	R²	Adj. R²	F
				Coefficientsᵃ				.741	.549	.545	154.356
	Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.				
		B	Std. Error	Beta							
1	(Constant)	.881	.208			4.239	.000				
	SQ	.231	.083	.212		2.795	.005				
	CRM	.260	.076	.246		3.397	.001				
	CS	.336	.071	.325		4.760	.000				

According to table 4.129, multiple regression has been conducted to identify the relationship between the independent variables: service quality; CRM; customer satisfaction and the dependent variable: customer loyalty. The result shows that all independent variables have a positive relationship with customer loyalty. In more detail, regarding customer loyalty, customer satisfaction has strongest effect (Beta = .325; t = 4.760; Sig. = .000), followed by CRM (Beta = .246; t = 3.397; Sig. = .001) and service quality (Beta = .212; t = 2.795; Sig. = .005).
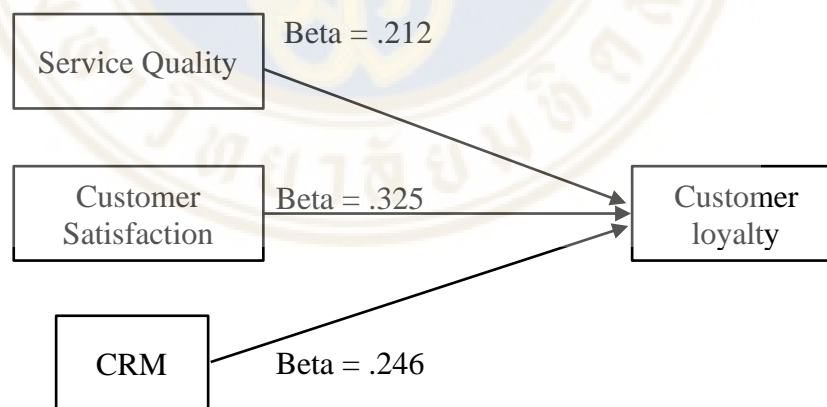
Figure 4.2 Model2: factors influence customer loyalty

The Hypotheses results are as follows:

1) Service quality has a positive influence on customer satisfaction.

2) Service quality has a positive influence on customer loyalty

3) CRM has a positive influence on customer satisfaction.

4) CRM has a positive influence on customer loyalty.

5) Customer satisfaction has a positive influence on customer loyalty.

CHAPTER V
DISCUSSION

5.1 Relationship

5.1.1 Customer Satisfaction

The result shows that service quality and CRM have a positive relationship with customer satisfaction. In other words, service quality has a positive influence on customer satisfaction and CRM has a positive influence on customer satisfaction. The result has confirmed the previous findings (Phillip K. Hellier, 2003) showed that "Perceived equity and value of service" also have direct positive effect on "Customer satisfaction". Furthermore, previous studies of Choi Sang Long et al. (Choi Sang Long, 2013), showed that CRM has a positive relationship with customer satisfaction.

5.1.2 Customer Loyalty

The result shows that service quality, CRM, and customer satisfaction have a positive relationship with customer loyalty. In other words, service quality has a positive influence on customer loyalty, CRM has a positive influence on customer loyalty, and customer satisfaction has a positive influence on customer loyalty. The result has confirmed the previous findings of Yee et al. (Yee, 2010) showed that a high-contact service industry tends to have a strong relationship between customer loyalty and all these three factors; employee loyalty, service quality, and customer satisfaction. There are several studies show that service quality has a positive influence on customer loyalty. For example, the quantitative study of Zulki (Noor, 2020), and the study in online transportation services (Leonnard, 2017). Moreover, Leonnard's study show that service quality has positive influence in both word-of-mouth and repurchase intention, and word-of-mouth affect to repurchase intention also. Furthermore, previous studies of Wang and Lo (Wang, 2004) found that CRM has a positive effect on customer loyalty. Same as the study of Choi Sang

Long et al. (Choi Sang Long, 2013), showed that CRM has a positive relationship with customer loyalty.

5.2 Differences among Respondent Demographics and Customer Behaviour Group

5.2.1 Current Resident

The result shows that there are no significant differences between current resident and all dependent variables, namely, overall service quality, overall CRM, overall customer satisfaction, and overall customer loyalty.

5.2.2 Age

The result shows that there are no significant differences between age and all dependent variables, namely, overall service quality, overall CRM, overall customer satisfaction, and overall customer loyalty.

5.2.3 Gender

The result shows that there are no significant differences between gender and all dependent variables, namely, overall service quality, overall CRM, overall customer satisfaction, and overall customer loyalty.

5.2.4 Marital Status

The result shows that there are significant differences between marital status and some dependent variables, namely, overall service quality, and overall customer satisfaction. The respondents in prefer not to answer status group are less agree on overall service quality than single status group and married status group. However, compare multiple comparisons marital status and overall customer satisfaction, there are no differences between groups.

5.2.5 Education Level

The result shows that there are no significant differences between education level and all dependent variables, namely, overall service quality, overall CRM, overall customer satisfaction, and overall customer loyalty.

5.2.6 Monthly Income

The result shows that there are no significant differences between monthly income and all dependent variables, namely, overall service quality, overall CRM, overall customer satisfaction, and overall customer loyalty.

5.2.7 Occupation

The result shows that there are no significant differences between occupation and all dependent variables, namely, overall service quality, overall CRM, overall customer satisfaction, and overall customer loyalty.

5.2.8 The average spending cost of each visit at the beauty clinic

The result shows that there are significant differences between the average spending cost of each visit at the beauty clinic and all dependent variables, namely, overall service quality, overall CRM, overall customer satisfaction, and overall customer loyalty. The respondents in spend cost average 20,001-50,000 THB group are less agree on overall service quality, overall CRM, and overall customer satisfaction than the respondents spend cost average 1,001-10,000 THB group. In addition, the respondents in spend cost average 1,001-10,000 THB group and the respondents in spend cost average 10,001-20,000 THB group are more agree on overall customer loyalty than the respondents spend cost average less than 1,000 THB group.

5.2.9 Frequent of visit beauty clinics

The result shows that there are significant differences between frequent of visit beauty clinics and all dependent variables, namely, overall service quality, overall CRM,

overall customer satisfaction, and overall customer loyalty. The respondents in visit beauty clinics once a month group are less agree on overall service quality, overall CRM, and overall customer loyalty than the respondents visit beauty clinics 2-3 times a year group. However, compare multiple comparisons frequent of visit beauty clinics and overall customer satisfaction, there are no differences between groups.

5.3 Conclusion

The objective of this study is to know the factors influencing customers' revisit intention of beauty clinics in Bangkok, Thailand. In addition, this study also examines the differences in the level of service quality, CRM, customer satisfaction, and customer loyalty with different demographics and customer behaviour.

The finding of this study shows that customer satisfaction is positively influenced by service quality and CRM. In addition, there are three variables, namely, service quality, CRM, and customer satisfaction have a positive influence on customer loyalty.

From the results, there are significant differences between independent variables (namely, marital status, the average spending cost of each visit at the beauty clinic, and frequent of visit beauty clinics) and dependent variables.

In terms of marital status factor, the respondents in prefer not to answer status group are less agree on overall service quality than single status group and married status group. However, compare multiple comparisons marital status and overall customer satisfaction, there are no differences between groups.

In terms of the average spending cost of each visit at the beauty clinic factor, the respondents in spend cost average 20,001-50,000 THB group are less agree on overall service quality, overall CRM, and overall customer satisfaction than the respondents spend cost average 1,001-10,000 THB group. In addition, the respondents in spend cost average 1,001-10,000 THB group and the respondents in spend cost average 10,001-20,000 THB

group are more agree on overall customer loyalty than the respondents spend cost average less than 1,000 THB group.

In terms of frequent of visit beauty clinics factor, the respondents in visit beauty clinics once a month group are less agree on overall service quality, overall CRM, and overall customer loyalty than the respondents visit beauty clinics 2-3 times a year group. However, compare multiple comparisons frequent of visit beauty clinics and overall customer satisfaction, there are no differences between groups.

5.4 Recommendations

1) From the study, it is found that service quality has a positive influence on customer satisfaction and customer loyalty. Therefore, beauty clinic business entrepreneur should consider the correctness. This means delivering the right service and meeting the needs of their customers. Focus on the timeliness of providing standard services, the duration of each type of service should be clearly defined. These strategies will make beauty clinics more professional in the customers' perception.

2) From the study, it is found that CRM has a positive influence on customer satisfaction and customer loyalty. Approach personalization service to customers make them feel comfortable and increase their satisfaction. Give attention to their feedbacks and always listen what they really need is the key to reach their impression. Using feedbacks to develop clinics to meet their needs can generate the loyalty to our customers.

3) It is found that the respondents in spend cost average 10,001-20,000 THB group are more agree on overall customer loyalty than the respondents spend cost average less than 1,000 THB group. Therefore, giving special membership card or special treatment to the first group is the good choice, because this group seem to be a loyalty customer.

5.5 Limitations

A study on receiving beauty clinic service, which did not specify the size of the establishment, whether it is small, medium or large, each establishment may not cover all aspects of service. The customers may give the answers according to the clinic that they had experienced. Moreover, number of female respondents take the biggest proportion of the sample about 68.3%, which may affect to the results due to sexual bias. Bringing research data to academic references should be careful with the information.

5.6 Future Research Directions

1) This study does not have enough questions about consumer behavior, which not covered by 6Ws 1H. More information about the beauty clinic usage behavior of customers should be asked to enable operators to use the information for a more comprehensive marketing plan. For example, convenient date/time of service, and the person who has an influence on beauty service usage. Know the needs of the customers,which services the customer prefer. These knowledge can used to develop beauty clinic for more revisit intention.

2) Next research, there should be in-depth interviews with consumers who have used beauty clinics to obtain more information that can be used to develop a more comprehensive marketing strategy.

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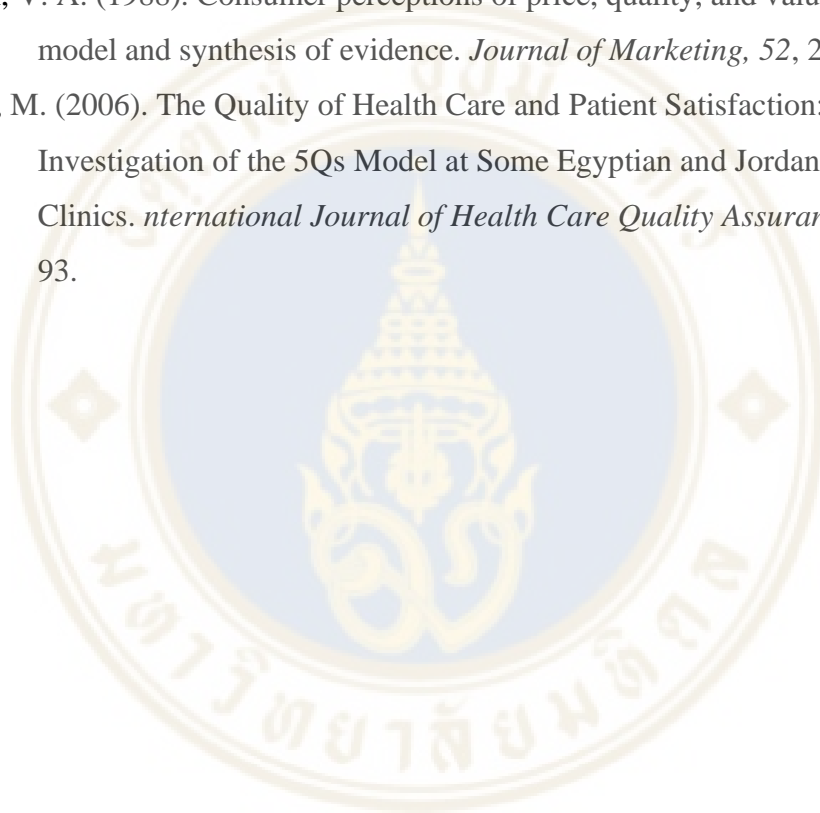
APPENDIX

APPENDIX

QUESTIONNAIRE SURVEY

Part 1: Screening Questions

Please choose the most suitable response for each statement.

I. In the past two years, I have attended at least one beauty clinic in Bangkok more than once.

    [ ] Yes   [ ] No

*If the answer is "No", no need to do next part.

II. Please specify that

clinic_____

Part 2: Service Quality

Please rate the score which relate to your experience in beauty clinic, _based on the beauty clinic you visit most frequently in the past 2 years_

(1=strongly disagree, 7=strongly agree)

*The staff in context are everyone in the clinic, including doctor, salesperson, therapist, etc.

1.	Interpersonal Quality							
1.1	The staff always listen to what I have to say.	1	2	3	4	5	6	7
1.2	I feel the staff understand my needs.	1	2	3	4	5	6	7
1.	Interpersonal Quality (cont.)							
1.3	I always get personalized attention from the staff.	1	2	3	4	5	6	7
1.4	I find it easy to discuss things with the staff.	1	2	3	4	5	6	7

1.5	The staff explain things in a way I can understand.	1	2	3	4	5	6	7
1.6	The staff are willing to answer my questions.	1	2	3	4	5	6	7
1.7	The staff and I sometimes joke or laugh with each other like close friends.	1	2	3	4	5	6	7
1.8	The staff and I talk about the things in lives, not just about my medical condition.	1	2	3	4	5	6	7
1.9	I have built a close relationship with some of the staff at the clinic.	1	2	3	4	5	6	7
2.	**Technical Quality**							
2.1	I can feel a good change in the results from treatment at the clinic.	1	2	3	4	5	6	7
2.2	I believe I will receive the good result every time I attend the clinic.	1	2	3	4	5	6	7
2.3	I believe having treatment at the clinic has been worthwhile.	1	2	3	4	5	6	7
2.4	I can rely on the staff at the clinic to be well trained and qualified.	1	2	3	4	5	6	7
2.5	I feel good about the quality of the care given to me at the clinic.	1	2	3	4	5	6	7
2.6	Medical equipment in the clinic is up to date.	1	2	3	4	5	6	7
3.	**Environment Quality**							
3.1	The furniture at the clinic is comfortable.	1	2	3	4	5	6	7
3.2	The clinic looks attractive.	1	2	3	4	5	6	7
3.3	I like the decoration at the clinic.	1	2	3	4	5	6	7

3.4	The lighting at the clinic is appropriate for this setting.	1	2	3	4	5	6	7
3.5	The atmosphere at the clinic is pleasing.	1	2	3	4	5	6	7
3.6	The temperature at the clinic is pleasant.	1	2	3	4	5	6	7
3.7	The clinic smells pleasant.	1	2	3	4	5	6	7
4.	**Administrative Quality**							
4.1	The clinic keeps waiting time to a minimum.	1	2	3	4	5	6	7
4.2	Generally, appointments at the clinic run on time.	1	2	3	4	5	6	7
4.3	The registration procedures at the clinic are efficient.	1	2	3	4	5	6	7
4.4	The clinic's opening hours meet my needs	1	2	3	4	5	6	7
4.5	The clinic supports patients after treatment. (e.g., make an appointment for following up, call for ask after treatment)	1	2	3	4	5	6	7
4.6	The clinic takes response after treatment if the results are not as expected.	1	2	3	4	5	6	7
4.7	The clinic provides patients with services beyond medical treatment.	1	2	3	4	5	6	7

Part 3: Customer Relationship Management (CRM)

Please rate the score which relate to your experience in beauty clinic, _based on the beauty clinic you visit most frequently in the past 2 years_

(1=strongly disagree, 7=strongly agree)

* The staff in context are everyone in the clinic, including doctor, salesperson, therapist, etc.

5.	**Key Customers focus**							
5.1	The clinic provides customize treatment for each patient.	1	2	3	4	5	6	7
5.2	When the clinic finds that the patient would like to modify a product/service, the staff make coordinated efforts to do so.	1	2	3	4	5	6	7
6.	**CRM organization**							
6.1	The clinic has the sales and marketing which support CRM. (e.g., membership, point collection)	1	2	3	4	5	6	7
6.2	The staff can memorize each patient's treatment history and needs, and also try to create positive relationship.	1	2	3	4	5	6	7
6.3	The patients will receive special prices or services if they are regular customers.	1	2	3	4	5	6	7
6.4	The clinic tries to develop the things base on customers' needs and feedback.	1	2	3	4	5	6	7
7.	**Knowledge Management**							
7.1	The staff are willing to help customers in a responsive manner.	1	2	3	4	5	6	7
7.	**Knowledge Management (cont.)**							
7.2	The clinic provides channels to communicate with customers. (e.g., online chat, call-center or staff call, feedback form)	1	2	3	4	5	6	7
7.3	Customers can expect prompt service from the staff at the clinic.	1	2	3	4	5	6	7
8.	**Technology-based CRM**							

8.1	The clinic has a good system to keep customer data and membership. (e.g., SMS or online chat to confirm point, can easily recall previous treatment history)	1	2	3	4	5	6	7
8.2	Every staff in both online and offline channels know my patient's information and history accurately.	1	2	3	4	5	6	7
8.3	I know that the clinic maintains a comprehensive database of customers.	1	2	3	4	5	6	7

Part 4: Customer Satisfaction

Please rate the score which relate to your experience in beauty clinic, _based on the beauty clinic you visit most frequently in the past 2 years_

(1=strongly disagree, 7=strongly agree)

* The staff in context are everyone in the clinic, including doctor, salesperson, therapist, etc.

9.1	I receive convenience of service, time, place, and all the process in the clinic.	1	2	3	4	5	6	7
9.2	The staff are available to contact in every time I need.	1	2	3	4	5	6	7
9.3	I receive the continuity of treatment and service.	1	2	3	4	5	6	7
9.4	Cost of treatment in the clinic is suitable, comparing to the service I receive.	1	2	3	4	5	6	7
9.5	The clinic provides many channels to pay. (e.g., cash, e-payment, credit card)	1	2	3	4	5	6	7

9.6	The staff consider the patient's needs and problems for planning the most suitable treatment.	1	2	3	4	5	6	7
9.7	The staff explain about the detail of treatment for help making the decision before treatment and the things which need to do after treatment.	1	2	3	4	5	6	7
9.8	The staff treat every patient with prudence.	1	2	3	4	5	6	7
9.9	The clinic provides effective and up-to-date medical equipment.	1	2	3	4	5	6	7
9.10	I can feel the good quality of treatment in the clinic.	1	2	3	4	5	6	7
9.11	I satisfy receiving treatment from the clinic.	1	2	3	4	5	6	7

Part 5: Customer Loyalty

Please rate the score which relate to your experience in beauty clinic, _based on the beauty clinic you visit most frequently in the past 2 years_

(1=strongly disagree, 7=strongly agree)

* The staff in context are everyone in the clinic, including doctor, salesperson, therapist, etc.

10.1	No other clinics give services better than this clinic.	1	2	3	4	5	6	7
10.2	I consider this clinic as my first choice when I want to do medical aesthetic treatment.	1	2	3	4	5	6	7

10.3	I am willing to pay more if it needs to receive the service from this clinic.	1	2	3	4	5	6	7
10.4	I like this beauty clinic more than others.	1	2	3	4	5	6	7
10.5	Even if other clinics were offering a lower rate, I would be still in this clinic.	1	2	3	4	5	6	7
10.6	I intend to say positive things about this beauty clinic to other people.	1	2	3	4	5	6	7
10.7	I recommend this clinic to other people.	1	2	3	4	5	6	7
10.8	Compared to other beauty clinics, I visit this clinic most frequently.	1	2	3	4	5	6	7

Part 6: Demographic and Customer Behaviour

Please choose the most suitable response for each statement or question.

11. Your current living province.

[ ] Bangkok   [ ] Others

12. Age

[ ] 18-24   [ ] 25-40   [ ] 41-60   [ ] 61 or above

13. Gender

[ ] Male   [ ] Female   [ ] LGBTQ+ [ ] prefer not to answer

14. Marital status

[ ] Single   [ ] Married   [ ] Divorced [ ] prefer not to answer

15. Level of Education

[ ] Primary School   [ ] High School   [ ] Vocational or Technical

[ ] Bachelor Degree [ ] Master Degree   [ ] Others…………………

16. Monthly Income

    [   ] Less than 9,000   [   ] 9,000-15,000   [   ] 15,001-25,000

    [   ] 25,000-50,000   [   ] 50,001-100,000   [   ] More than 100,000

17. Occupation

    [   ] Student   [   ] Government employee   [   ] Private employee

    [   ] Business owner   [   ] Retired   [   ] Others…………….

    [   ] Housewife (The wife who only take care your child and do a little

housework.)

18. The average spending cost of each visit at the beauty clinic

    [   ] Less than 1,000   [   ] 1,001-10,000   [   ] 10,001-20,000

    [   ] 20,001-50,000   [   ] 50,001-100,000   [   ] More than 100,000

19. How often do you visit beauty clinics? (In average)

    [   ] One time a year or less than that   [   ] 2-3 times a year

    [   ] 4-10 times a year   [   ] Once a month

    [   ] 2-3 times a month   [   ] Every week or more than that

20. What do people around you think of your beauty clinic visits?

    [   ] positive   [   ] negative   [   ] neutral

21. How important do you think it needs to do the treatment in beauty clinic?

    [   ] Very important, I can't live without doing beauty treatment.

    [   ] Important, I think it make me more confident and looking good.

    [   ] So so, I don't have an idea about this

    [   ] Not quite important, I need beauty treatment only in my special occasion.

    [   ] Not important, I don't understand why people are willing to pay a lot of

money in this treatment.

22. What treatment have you had at a beauty clinic? *(You can choose more than one base on your real experience.)*

    [ ] Facial Treatment   [ ] Body Firming/Slimming   [ ] Botox

    [ ] Vitamin drip   [ ] Mesofat   [ ] Filler

    [ ] Meso Bright   [ ] Laser Lifting (Ulthera, Thermage, HIFU)

    [ ] Laser for pigmentation removal (Q-switch, PICO)   [ ] Thread lift

    [ ] Hair removal   [ ] Surgery   [ ]

Liposuction   [ ] Others (please specify)_____

แบบสอบถาม

<u>**ส่วนที่ 1: คำถามคัดกรอง**</u>

โปรดเลือกคำตอบที่ตรงกับข้อเท็จจริงมากที่สุด

I. ในช่วง 2 ปีที่ผ่านมา ฉันเข้ารับบริการซ้ำในคลินิกเสริมความงามในกทม. อย่างน้อย 1 แห่ง

     [   ] ใช่   [   ] ไม่ใช่

*ถ้าคำตอบคือ "ไม่ใช่" สามารถหยุดทำแบบทดสอบนี้ได้เลยค่ะ

II. โปรดระบุชื่อคลินิก_____

<u>**ส่วนที่ 2: คุณภาพการบริการ**</u>

โปรดระบุคะแนนที่ตรงกับประสบการณ์การเข้ารับบริการคลินิกเสริมความงามที่คุณใช้บริการบ่อยที่สุด ในช่วง 2 ปีที่ผ่านมา

(1=ไม่เห็นด้วยอย่างยิ่ง, 7=เห็นด้วยอย่างยิ่ง)

*พนักงานในที่นี้หมายถึงพนักงานทุกคนในคลินิก ไม่ว่าจะเป็นแพทย์ เซลล์ หรือพนักงานทรีทเม้นท์

1.	**คุณภาพระหว่างบุคคล**							
1.1	พนักงานตั้งใจฟังสิ่งที่ฉันพูด	1	2	3	4	5	6	7
1.2	ฉันรู้สึกว่าพนักงานเข้าใจความต้องการของฉัน	1	2	3	4	5	6	7
1.3	พนักงานตระหนักถึงความต้องการส่วนบุคคลที่แตกต่างกันไปในลูกค้าแต่ละคน	1	2	3	4	5	6	7
1.4	การพูดคุยปรึกษากับพนักงานเป็นเรื่องง่าย	1	2	3	4	5	6	7
1.5	พนักงานอธิบายด้วยถ้อยคำที่เข้าใจได้ง่าย	1	2	3	4	5	6	7
1.6	พนักงานเต็มใจตอบคำถามของฉัน	1	2	3	4	5	6	7
1.7	ฉันสามารถพูดคุย หัวเราะกับพนักงานในคลินิกได้เสมือนเพื่อน	1	2	3	4	5	6	7

1.	คุณภาพระหว่างบุคคล (ต่อ)							
1.8	ฉันพูดคุยถึงเรื่องราวในชีวิตทั่วๆไปกับพนักงาน ไม่จำกัดแต่เรื่องการเข้ารับบริการทางการแพทย์ เท่านั้น	1	2	3	4	5	6	7
1.9	ฉันสนิทกับพนักงานในคลินิก	1	2	3	4	5	6	7
2.	คุณภาพทางเทคนิค							
2.1	ฉันเห็นการเปลี่ยนแปลงในทางที่ดี หลังเข้ารับ การรักษาที่คลินิก	1	2	3	4	5	6	7
2.2	ฉันเชื่อมั่นว่าผลลัพธ์หลังการรักษาในคลินิกนี้ ทุกครั้งจะออกมาดี	1	2	3	4	5	6	7
2.3	ฉันเชื่อว่าการเข้ารับการรักษาที่คลินิกนี้นั้นคุ้มค่า	1	2	3	4	5	6	7
2.4	พนักงาน (รวมถึงแพทย์) ที่คลินิกถูกฝึกมาอย่าง ดีและมีความเชี่ยวชาญ	1	2	3	4	5	6	7
2.5	ฉันรับรู้ได้ว่าคุณภาพการรักษาที่คลินิกนั้นดี	1	2	3	4	5	6	7
2.6	เครื่องมือแพทย์ในคลินิกทันสมัยอยู่เสมอ	1	2	3	4	5	6	7
3.	คุณภาพแวดล้อม							
3.1	เฟอร์นิเจอร์ในคลินิกสะดวกสบาย	1	2	3	4	5	6	7
3.2	คลินิกตกแต่งน่าดึงดูดใจ	1	2	3	4	5	6	7
3.3	ฉันชอบการตกแต่งในคลินิก	1	2	3	4	5	6	7
3.4	คลินิกจัดไฟได้สว่างหรือสบายตาแบบเหมาะสม	1	2	3	4	5	6	7
3.5	บรรยากาศโดยรวมในคลินิกน่าพึงพอใจ	1	2	3	4	5	6	7
3.6	อุณหภูมิในคลินิกน่าพึงพอใจ	1	2	3	4	5	6	7
3.7	กลิ่น หรือน้ำหอมในคลินิกน่าพึงพอใจ	1	2	3	4	5	6	7
4.	คุณภาพการบริหารจัดการ							
4.1	ใช้เวลารอคิวก่อนรักษาไม่นาน	1	2	3	4	5	6	7
4.2	ฉันมักจะได้รับการรักษาตรงตามเวลาที่นัดหมาย ไว้	1	2	3	4	5	6	7

4.3	ระบบลงทะเบียนของคลินิกมีประสิทธิภาพดี	1	2	3	4	5	6	7
4.	**คุณภาพการบริหารจัดการ (ต่อ)**							
4.4	เวลาเปิดปิดคลินิกเหมาะสมตรงตามความสะดวกของฉัน	1	2	3	4	5	6	7
4.5	มีการดูแลหลังการรักษาที่ดี (เช่น การนัดหมายติดตามผล, พนักงานโทรติดตามผลการรักษา)	1	2	3	4	5	6	7
4.6	คลินิกรับผิดชอบดูแลหากเกิดเหตุไม่พึงประสงค์หลังทำ	1	2	3	4	5	6	7
4.7	คลินิกดูแลและให้การบริการเป็นอย่างดีนอกเหนือจากเรื่องการรักษาทางการแพทย์	1	2	3	4	5	6	7

ส่วนที่ 3: การจัดการลูกค้าสัมพันธ์

โปรดระบุคะแนนที่ตรงกับประสบการณ์การเข้ารับบริการคลินิกเสริมความงามที่คุณใช้บริการบ่อยที่สุดในช่วง 2 ปีที่ผ่านมา

(1=ไม่เห็นด้วยอย่างยิ่ง, 7=เห็นด้วยอย่างยิ่ง)

*พนักงานในที่นี้หมายถึงพนักงานทุกคนในคลินิก ไม่ว่าจะเป็นแพทย์ เซลล์ หรือพนักงานทรีทเม้นท์

5.	การดูแลจำเพาะเจาะจงต่อลูกค้า							
5.1	คลินิกให้บริการลูกค้าแบบ Customized ตามความต้องการและความเหมาะสมรายบุคคล	1	2	3	4	5	6	7
5.2	ถ้าลูกค้าต้องการปรับหรือเปลี่ยนบริการบางอย่างของคลินิกให้ตรงกับความต้องการของตนมากที่สุด พนักงานในคลินิกยินดีช่วยเท่าที่ทำได้	1	2	3	4	5	6	7
6.	**องค์กรบริหารลูกค้าสัมพันธ์**							
6.1	คลินิกมีการตลาดที่ส่งเสริมระบบลูกสัมพันธ์ (เช่น ระบบสมาชิก, สะสมแต้ม)	1	2	3	4	5	6	7

6.2	พนักงานจำประวัติการรักษาและความต้องการของลูกค้าแต่ละคนได้ รวมถึงพยายามสร้างความสัมพันธ์ที่ดีกับลูกค้าอยู่เสมอ	1	2	3	4	5	6	7
6.	**องค์กรบริหารลูกค้าสัมพันธ์ (ต่อ)**							
6.3	ลูกค้าเก่าจะได้รับราคาพิเศษหรือได้รับข้อเสนอบริการพิเศษจากคลินิก	1	2	3	4	5	6	7
6.4	คลินิกมักจะนำความต้องการและข้อเสนอของลูกค้าไปพัฒนาปรับปรุงสินค้าและบริการในคลินิก	1	2	3	4	5	6	7
7.	**การบริหารจัดการองค์ความรู้**							
7.1	พนักงานเต็มใจให้ความช่วยเหลือลูกค้าอยู่เสมอ	1	2	3	4	5	6	7
7.2	คลินิกมีหลายช่องทางในการติดต่อสื่อสารกับลูกค้า (เช่น ออนไลน์แชท, คอลเซ็นเตอร์, ระบบเสนอแนะ)	1	2	3	4	5	6	7
7.3	พนักงานในคลินิกมีความพร้อมอยู่เสมอในการให้บริการลูกค้า	1	2	3	4	5	6	7
8.	**เทคโนโลยีการจัดการลูกค้าสัมพันธ์**							
8.1	คลินิกมีระบบการจัดการข้อมูลลูกค้าและสมาชิกที่ดี (เช่น SMS ข้อความออนไลน์ หรือการ์ดยืนยัน เพื่อให้ง่ายต่อการจดจำประวัติการรักษาหรือคอร์สที่เหลือ รวมไปถึงคะแนนสะสม ถ้ามี)	1	2	3	4	5	6	7
8.2	พนักงานหน้าร้านและออนไลน์สามารถระบุประวัติการสั่งซื้อ ประวัติการรักษาของฉันได้ถูกต้องตรงกัน	1	2	3	4	5	6	7
8.3	ฉันทราบดีว่าคลินิกมีระบบการจัดการฐานข้อมูลลูกค้าที่เหมาะสมครอบคลุม	1	2	3	4	5	6	7

ส่วนที่ 4: ความพึงพอใจของลูกค้า

โปรดระบุคะแนนที่ตรงกับประสบการณ์การเข้ารับบริการคลินิกเสริมความงามที่คุณใช้บริการบ่อยที่สุด ในช่วง 2 ปีที่ผ่านมา

(1=ไม่เห็นด้วยอย่างยิ่ง, 7=เห็นด้วยอย่างยิ่ง)

*พนักงานในที่นี้หมายถึงพนักงานทุกคนในคลินิก ไม่ว่าจะเป็นแพทย์ เซลล์ หรือพนักงานทรีทเม้นท์

9.1	ฉันได้รับบริการที่สะดวกทั้งเรื่องเวลา สถานที่ และขั้นตอนการเข้ารับบริการในคลินิก	1	2	3	4	5	6	7
9.2	ฉันสามารถติดต่อพนักงานในคลินิกได้ทุกเวลาที่ ฉันต้องการ	1	2	3	4	5	6	7
9.3	ฉันได้รับการดูแลรักษาอย่างต่อเนื่องจากคลินิก	1	2	3	4	5	6	7
9.4	ค่าใช้จ่ายในการเข้ารับบริการในคลินิกนั้น เหมาะสม เมื่อเทียบกับคุณภาพที่ได้รับ	1	2	3	4	5	6	7
9.5	คลินิกมีช่องทางการชำระเงินหลายช่องทาง (เช่น เงินสด บัตรเครดิต โอนเงิน)	1	2	3	4	5	6	7
9.6	พนักงานพิจารณาความต้องการและปัญหาของ ลูกค้าแต่ละคนเพื่อที่จะได้วางแผนการรักษา อย่างเหมาะสมที่สุด	1	2	3	4	5	6	7
9.7	พนักงานอธิบายขั้นตอน รายละเอียดของการ รักษา เพื่อช่วยในการตัดสินใจเลือกซื้อคอร์ส รวมไปถึงอธิบายสิ่งที่ต้องทำหลังการรักษา	1	2	3	4	5	6	7
9.8	พนักงานดูแลคนไข้ทุกคนด้วยความรอบคอบ ระมัดระวัง	1	2	3	4	5	6	7
9.9	คลินิกมีเครื่องมือแพทย์ที่มีประสิทธิภาพและ ทันสมัย	1	2	3	4	5	6	7
9.10	ฉันรับรู้ได้ถึงคุณภาพการรักษาที่ดีของคลินิก	1	2	3	4	5	6	7
9.11	ฉันพึงพอใจกับการรักษาและบริการของคลินิก	1	2	3	4	5	6	7

ส่วนที่ 5: ความภักดีของลูกค้า

โปรดระบุคะแนนที่ตรงกับประสบการณ์การเข้ารับบริการคลินิกเสริมความงามที่คุณใช้บริการบ่อยที่สุดในช่วง 2 ปีที่ผ่านมา

(1=ไม่เห็นด้วยอย่างยิ่ง, 7=เห็นด้วยอย่างยิ่ง)

*พนักงานในที่นี้หมายถึงพนักงานทุกคนในคลินิก ไม่ว่าจะเป็นแพทย์ เซลล์ หรือพนักงานทรีทเม้นท์

10.1	จากประสบการณ์ของฉันไม่มีคลินิกเสริมความงามไหนดีกว่าคลินิกนี้	1	2	3	4	5	6	7
10.2	ฉันเลือกเข้ารับบริการที่คลินิกนี้เป็นตัวเลือกแรกเมื่อต้องการดูแลรักษาเรื่องความงาม	1	2	3	4	5	6	7
10.3	ฉันเต็มใจจ่ายมากกว่านี้ถ้าจำเป็น เพื่อที่จะได้รับบริการต่อจากคลินิกนี้	1	2	3	4	5	6	7
10.4	ฉันชอบคลินิกเสริมความงามนี้มากกว่าที่อื่น	1	2	3	4	5	6	7
10.5	ฉันยังคงเลือกใช้บริการที่คลินิกนี้ ถึงแม้ว่าจะมีคลินิกอื่นเสนอบริการที่ราคาถูกกว่า	1	2	3	4	5	6	7
10.6	ฉันตั้งใจจะบอกเล่าสิ่งดีๆที่ฉันได้รับจากคลินิกนี้ให้คนอื่นรับรู้เหมือนฉัน	1	2	3	4	5	6	7
10.7	ฉันแนะนำคลินิกนี้กับคนอื่นๆ	1	2	3	4	5	6	7
10.8	ฉันเข้ารับบริการที่คลินิกนี้บ่อยที่สุดเมื่อเทียบกับที่อื่น	1	2	3	4	5	6	7

ส่วนที่ 6: ข้อมูลประชากรและพฤติกรรมของลูกค้า

โปรดเลือกคำตอบที่ตรงกับข้อเท็จจริงมากที่สุด

11. จังหวัดที่คุณอาศัยอยู่ตอนนี้

[ ] กรุงเทพมหานคร   [ ] จังหวัดอื่นๆ

12. อายุ

[ ] 18-24   [ ] 25-40   [ ] 41-60   [ ] 61 ปีขึ้นไป

13. เพศ

[ ] ชาย   [ ] หญิง   [ ] LGBTQ+   [ ] สะดวกใจที่จะไม่ตอบ

14. สถานะ

[ ] โสด   [ ] แต่งงานแล้ว [ ] หย่า [ ] สะดวกใจที่จะไม่ตอบ

15. ระดับการศึกษาสูงสุด

[ ] ประถมศึกษา   [ ] มัธยมศึกษา   [ ] ปวช. ปวศ.

[ ] ปริญญาตรี   [ ] ปริญญาโท   [ ] อื่นๆ โปรดระบุ.....................

16. รายได้ต่อเดือน

[ ] น้อยกว่า 9,000   [ ] 9,000-15,000   [ ] 15,001-25,000

[ ] 25,000-50,000   [ ] 50,001-100,000   [ ] มากกว่า 100,000

17. อาชีพ

[ ] นักเรียน   [ ] รับราชการ   [ ] พนักงานบริษัทเอกชน

[ ] เจ้าของธุรกิจ   [ ] เกษียณ   [ ] อื่นๆโปรดระบุ...............

[ ] แม่บ้าน (ไม่ได้ประกอบอาชีพ อยู่ดูแลลูกอยู่บ้าน)

18. ค่าใช้จ่ายในการเข้ารับบริการที่คลินิกเสริมความงามแต่ละครั้ง

[ ] น้อยกว่า 1,000   [ ] 1,001-10,000   [ ] 10,001-20,000

[ ] 20,001-50,000   [ ] 50,001-100,000   [ ] มากกว่า 100,000

19. ท่านเข้ารับบริการที่คลินิกเสริมความงามบ่อยแค่ไหน

[ ] หนึ่งครั้งต่อปีหรือน้อยกว่า   [ ] 2-3 ครั้งต่อปี

[ ] 4-10 ครั้งต่อปี   [ ] เดือนละครั้ง

[ ] 2-3 ครั้งต่อเดือน   [ ] ทุกสัปดาห์หรือมากกว่านั้น

20. คนรอบตัวมีความคิดเห็นอย่างไรที่ท่านเข้ารับบริการที่คลินิกเสริมความงาม

[ ] ความเห็นเชิงบวก   [ ] ความเห็นเชิงลบ   [ ] ความเห็นกลางๆ ไม่ตัดสิน

21. คุณคิดว่าการเข้ารับบริการที่คลินิกเสริมความงามมีความจำเป็นแค่ไหน

[ ] มีความจำเป็นมาก ฉันอยู่ไม่ได้ถ้าไม่มีสิ่งเหล่านี้

[ ] จำเป็น ฉันคิดว่าสิ่งเหล่านี้ทำให้ฉันมีความมั่นใจและดูดีขึ้น

[ ] เฉยๆ ฉันไม่มีความคิดเห็นเกี่ยวกับเรื่องนี้

[ ] ไม่ค่อยจำเป็น ฉันทำสิ่งเหล่านี้เฉพาะช่วงเวลาสำคัญที่ฉันต้องใช้ใบหน้า

[ ] ไม่จำเป็นเลย ฉันไม่เข้าใจเลยว่าทำไมคนต้องใช้จ่ายเงินแพงๆกับเรื่องพวกนี้

22. การรักษาใดบ้างที่คุณเคยทำในคลินิกเสริมความงาม (สามารถเลือกได้มากกว่า 1 ข้อแล้วแต่ประสบการณ์จริง)

[ ] ทรีทเม้นท์ใบหน้า   [ ] เครื่องมือกระชับสัดส่วน   [ ] โบท็อกซ์

[ ] วิตามินฉีด   [ ] เมโสแฟต   [ ] ฟิลเลอร์

[ ] เมโสหน้าใส   [ ] เลเซอร์ยกกระชับ (Ulthera, Thermage, HIFU)

[ ] เลเซอร์ยับยั้งเม็ดสี ลดฝ้ากระจุดด่างดำ (Q-switch, PICO)   [ ] ร้อยไหม

[ ] เลเซอร์กำจัดขน   [ ] ศัลยกรรมต่างๆ   [ ] ดูดไขมัน

[ ] อื่นๆ โปรดระบุ_____