

**KEY SUCCESS FACTORS FOR PEOPLE WHO WANT TO
START THE BUSINESS ON E-COMMERCE PLATFORM
(SHOPEE)**



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ABSTRACT

Since the world trend is drastically changed and people need to survive in society during the Covid-19 pandemic, they need to adjust themselves to be in trend. According to E-commerce is the upcoming trend and most people are likely to use these platforms as the intermediary to connect with others including selling and buying the goods online, which saves their time and is convenient to use for users and buyers as well.

Importantly, Shopee is the fast-moving e-commerce platform that most online shopping companies both small and large scale were used during the Covid-19 pandemic to sell their goods. Many companies have been successful in doing business through using online e-commerce platforms in the last two years. It is worth keeping an eye on the increasing percentage of growth for using e-commerce platforms to be successful in their businesses. In the past, e-commerce was not quite popular when compared with the current time, consumers have changed their behaviors from buying goods from in-store to online stores or any online services.

KEY WORDS: Customer satisfaction / EWOM (Electronic Word-of-mouth) / Repurchase intention / Value-added, and Hyper-Localization

22 pages

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CHAPTER I

INTRODUCTION

Since people are stuck with the Covid-19 pandemic that leads to change of the consumer behavior. People are concerned about being detected with the virus, so they are not willing to go out shopping or living their lives as usual. People around the world must stay in quarantine in their houses and working from home is being required during the pandemic. That is a reason why people will change their consumer behaviors and shift their demands to the digital platforms to do anything and it is very convenient to do anything at that time.

From the global trends, advanced technology is widespread worldwide and developed countries aim to use new technologies as an intermediary to connect with people more easily than previously. Currently, we have many experts to develop new technology every day, it has many tools of technologies that we can reach to it and one of them is e-commerce platforms. However, it is not easy for the older generation to adjust themselves in this era, but for the younger generation, e-commerce platforms are the most convenient tools to use and live their lives a little bit different from usual. By using the e-commerce platform, it can be done by only one spot on the social media or digital platforms to buy the products or service, which is very convenient for the consumers.

According to the fast adoption of technology, there are many tools that can be used for online businesses; most digital marketers and entrepreneurs are using digital marketing, blogging, drop shipping, auction online and so on. Mostly of people who want to run their businesses, the writer observed that they will use heavily on e-commerce platforms and affiliate marketing to obtain their goals.

Nowadays, e-commerce is fast-moving for the online shopping channels during the Covid-19 pandemic. Many companies have been successful in doing business through online platforms in the last two years. That is worth keeping an eye on the increasing percentage of growth for using e-commerce platforms to be successful in

their businesses. In the past, e-commerce was not quite popular when compared with the current time, consumers have changed their behaviors from buying goods from in-store to online stores or any online services.

The objective of this paper is to understand the key success factors and how to accomplish the goals for the newcomers for starting new businesses on e-commerce platforms. This topic discovers new experiences for people who are interested in starting an online business. The writer hopes that people who read this paper could find the future success in the e-commerce path in the long-term goals.



CHAPTER II

LITERATURE REVIEW

2.1 Customer Satisfaction

Customer satisfaction is a marketing strategy that focuses on how satisfied customers are with the quality of a good or service that a business offers them (Curtis, 2011). According to some studies, customer satisfaction refers to the appraisal of a product or service after a customer has purchased it, which is a result of the customer choosing a product that meets or exceeds their expectations. (Sulaiman & Musnadi, 2018).

In addition, some academics defined customer satisfaction as the extent to which businesses can satisfy their specific consumers' expectations (Anand, 2019). When clients are happy with a product or service, they will promote the business by using good word-of-mouth (WOM) to attract additional target customers and boost profitability for the business.

Customer satisfaction also refers to how the consumer feels about a product or service after using it in relation to their expectations and how well it performed. Customers who are happy with a product or service will respond favorably in ways that help the business grow its sales and profits. Additionally, when a customer is satisfied with a company's product or service, they are more likely to remain loyal to the brand and return to make additional purchases.

2.2 EWOM (Electronic Word-of-mouth)

When it comes to influencing people's decisions, electronic word-of-mouth (eWOM) from online forums is a crucial source. Consumers sharing information with other consumers within the community is referred to as electronic word-of-mouth. According to Babi et al. (2015) and Hennig-Thurau et al. (2004), information becomes electronic word of mouth (eWOM) when it is disseminated online.

Additionally, eWOM derives from conventional word-of-mouth (WOM), which is a significant source of information when a consumer is choosing a brand or product (Hennig-Thurau et al., 2004). A potential customer's perception of a product may change after reading a product review online or viewing remarks about it on social media (Le et al., 2018). Both Pollach (2016) and Reichelt (2013) noted that eWOM is recognized as a reputable and trustworthy source for consumers and has a significant impact on members and their decision-making, along with specific consumer opinion and review platforms including blogs, social networks, and online communities. Ofcom (2015) reports that the research shows that 74 percent of users visit the internet to preview products before making a purchase choice, which results in an increase in eWOM. Additionally, Gruen (2006) summarized that WOM or eWOM can affect how well a product is received.

2.3 Repurchase Intention

Repurchase intention is the readiness to purchase a specific good or service again in the future, and it can be directly influenced by both the contentment and unhappiness of the client (Choi, Chung, & Young, 2019). As previously indicated, customer happiness and discontent may be crucial elements in influencing how customers evaluate the worth of a product or service in relation to the price they paid.

However, satisfied consumers frequently make additional purchases of the same good or service and are less price sensitive than dissatisfied customers. According to some academics, clients' reviews or experiences with the purchase of beauty products whether favorable or negative define their propensity to repurchase. Positive customer decisions may improve the likelihood that they will repurchase the good or service. But if it's a poor choice, it can also lessen the desire to repurchase (Srivastava, 2013).

Additionally, customer repurchase intention covers or explains the customer's assessment of the likelihood of repeating their purchase of the particular good or service that they have had experience with (Hellier et al., 2003). Repurchase intent may be a crucial element in the company's profitability and long-term industry expansion. The similar way, (Mohammad, 2019) describes the purpose to make a repeat purchase as loyalty, a sincere commitment, and a second purchase made to meet the

demands of the consumer.

2.4 Value-added

Value-added products and services will help the organizations to compete and survive in a turbulent business environment (Echchakoui 2016; Jiao et al., 2003; Ryan 1996). Value-added is the important factor that most companies are concerned because it is one of indications that can help companies to generate more sales and benefits from customers.

Some researchers mentioned that value-added service will lead to customer satisfaction and Kim et al. (2004) discovered that value-added products or services, is the core quality that has the impact on the level of customer satisfaction in every service companies. Also, it will bring the customers become the loyalty of the company at the end.

Most customers are expected to get the products or service with value-added that is over-expectation in their thoughts, it will help them become a customer loyalty easily without any doubts. Companies concerned on these factors to make it unique and memorable in their customers' mind, so they can gain benefits in the ways of increasing sales and percentage of margin to make their customers are satisfied and get back to buy their products or service again.

2.5 Hyper-Localization

Hyper-localization is used to identify and localize the data from the customer pre-experience (N. Singh and B. M. Keating, 2018). Hyper-localization is one of marketing strategies that most of marketers tried to develop into the companies since it's very diversified and easily to reach more target audience in the new market.

Customers are familiar with their culture, language and so on, so most of businesses would be adapt themselves to be local instead of focusing only global reached. Hyper-localization is not the new experience for the customers, they already had experienced on the products or service that is comfortable experience for them to reach back to it.

CHAPTER III

RESEARCH METHODOLOGY

This thematic paper is focusing on qualitative research methods, which can help us to generate new ideas and understand the concept of the topic. The writer conducted an in-depth interview to get the insight of the problem from the three of interviewees from Shopee Company to generate the information from the inside person to analyze what factors will help the newcomers of sellers on e-commerce platforms.

Qualitative research is the suitable tool to explore the ideas from the interviewees to understand the deep information from well-known people in the company. Since the qualitative method will focus on collecting data and analyzing the understanding of the concept or ideas on any topic, not the numeric data. The writer is using the in-depth interview by a one-on-one person to discover their thoughts and attitudes on the questions that the writer intended to ask them without any guidance; they can share and express their open-ended opinions without the limitation of answers.

The main objective of this interview is to understand the key success factors that can make a newcomer or seller successful to join the Shopee Company as an e-commerce channel for their businesses. The writer intends to concentrate on the business strategies that Shopee would use to manage their channels to any people who want to join on their platforms by selling any kinds of products. Starting the businesses on an e-commerce platform is not too easy but not too hard for the newcomer, interviewees will give insight information how Shopee can manage their customers and what benefits that they will get from joining on their platform.

Since the topic of this paper is very insightful and confidential, the writer has conducted interviews from employees who are working inside the Shopee Company to discover the correct information for analyzing the key success factors based on the true facts.

3.1 Selected Interviewees

The writer has conducted an in-depth interview for 3 interviewees who are working with Shopee Company, so they will share their experiences in the organizations based on the realistic facts. These three people who meet the criteria are directly involved in this topic. For the interview channel, the writer interviews all of interviewees via Zoom and Line Call on Jun 18 and Jun 19, 2022. Below is the brief interviewees' introduction to their roles.

The first interviewee is Key account manager. His name is Trust and he is a full-time employee and he has been working with Shopee for 2 years. His role is responsible for developing the good relationship with his portfolio of his major clients to make sure that they will not turn out to be competitors in the future. Also, he needs to serve as the middleman to communicate between the key customers and his teammates accordingly. Importantly, he is the crucial person to monitor the problem and resolve it to maintain the trust from the customers after issues are solved.

The second interviewee is Senior social key account management. Her name is Eve and she is a full-time employee and she has been working with Shopee Company for 2.5 years. Her role is launching the campaign mechanic or micro-site layout to optimize the customers. Also, she needs to analyze the data and identify what are the best-selling SKUs. She needs to monitor the performance after the campaign has been launched accordingly.

The third interviewee is Campaign operation executive. Her name is Noon and she is a full-time employee and she has been working with Shopee Company for 1 year. Her role is responsible to ensure that operation is running smoothly from pre-campaign queries to the end of campaign compliance check. Normally, she will coordinate with internal resources and work with other teams across all functions.

In summary, all interviewees can generate new experiences after the interview with the writer. The writer has known the inside management of Shopee towards the action that Shopee treats their customers. It is the crucial factor that makes Shopee becoming the successful of an e-commerce platform and reach more target audiences in any platform.

3.2 Interview Questions

Since the topic of this paper is “Key success factors for people who want to start the business on Shopee platform”, the writer designed the open-ended questions for the interviewees to share their inside experiences and their attitudes from working inside Shopee company. It would be beneficial for a new seller to start the business on an e-commerce platform and this interview question will lead us to the right path to achieve the goals on selling the goods via Shopee platform.

The interview questions are divided into two groups, which is the background of the interviewees and key success factors for Shopee in the interviewees’ thoughts. Writer would get the deep details with the right person to make it clear for this paper, so the writer needs to analyze the interviewee’s background first and then it will come with the key success factor accordingly. The interview questions listed below were used as a guideline for interviewing the people 3 interviewees.

Table 3.1 The interview questions

Topics	Questions
1. Interviewee’s Background	<p>1.1 Can you please share your role and experiences in the Shopee Company? And how long have you been here?</p> <p>1.2 If I suppose you are one of the customers of Shopee, do you think Shopee is successful in being a popular e-commerce platform in Thailand or not and why do you think that?</p> <p>1.3 What do you think makes Shopee different from other e-commerce platforms?</p> <p>1.4 What is the strategy that makes Shopee unique from their competitors?</p>

Table 3.1 The interview questions (cont.)

Topics	Questions
<p>2 Key Success Factors of Shopee</p>	<p>2.1 Which strategy does Shopee use to catch up sales and customers' attention?</p> <p>2.2 What are the factors that make Shopee different from their competitors in the same industry?</p> <p>2.3 What are the major limitations on the growth of Shopee during Covid-19?</p> <p>2.4 Why do people decide to use the Shopee application more than other competitors' applications?</p> <p>2.5 How can Shopee make their customers satisfied and become a customer's loyalty in the long term not just only during the Covid-19 pandemic?</p> <p>2.6 Which category of products can help Shopee to generate more sales during Covid-19?</p> <p>2.7 In the long term, do you think Shopee will become a leader of the e-commerce market instead of Lazada or not? And what Shopee will do in the future?</p> <p>2.8 Since Shopee has the highest number of visited websites, how can Shopee engage more customers than their competitors?</p> <p>2.9 What do you think about the urgent layoffs of Shopee's employees in Southeast Asia, which can affect the brand image of the company or not? And how?</p>

CHAPTER IV

FINDINGS ANALYSIS

This chapter is providing the in-depth interview analysis results from the interviewees due to the results is very useful to identify the key success factors or any confidential information from inside people that may help the writer aims to generate more experiences from this realistic case. From my own observation and attitudes towards the company as the loyal customers of Shopee, the writer is very surprised by the fascinating facts after the interview session ended. Below is the storytelling that is the becoming of this research topic and followed by the finding analysis.

4.1 Storytelling

This is a realistic story from the writer's own experiences. Since people are stuck into the Covid-19 pandemic, they need to quarantine at their homes and also work from home as well. Most people are willing to find something to do during this period to avoid the pressure from work and feeling bored because they cannot go out to do any activities as usual. As you know, the global economy has greatly affected this situation and cannot be avoided. This can lead to most people being laid off from the companies to reduce their costs and some companies are permanently closed due to the unpredictable situation in the future from the Covid-19 pandemic. Since we have more time to spend each day, one member of the writer's family thought that this is a good chance to start a small family business once it would help the writer's family spend time together and brainstorming the ideas of what kind of products that we would like to sell the customers.

According to the writer's family, they like to eat Korean food and one of their favorite foods is Kimchi and their uncle is Korean, so it is easy to make their own recipe of Kimchi from the original country's taste. It was inspired by the writer's uncle who has prepared the Kimchi and sent it to his friends and colleagues to taste and

comment, after they've tried the Kimchi that the writer's uncle has got the comments from others then he will develop the taste that was matched with Thai people's tastes and start the business by selling Kimchi to acquaintance or person who has recommended to try from his friends or colleagues. After their family received good feedback from the customers, then the writer, who is of young blood generation so she thought that she would like to expand the selling spot on the other channels to make it more well-known to others in the new digital era. The writer is starting from selling on business accounts on Instagram, once she sold the products in a period of time that she thought that only selling on Instagram aims not to challenge and cannot reach more target customers. Hence, e-commerce platforms become a crucial tool for the writer to decide starting on this platform.

Since the writer is an online shopaholic, she has strong experiences buying the products from online media on many platforms. She is mostly using e-commerce platforms on Lazada and Shopee applications to compare the price before planning to buy each product online. This is the turning point that made her switch herself from buyers to be a seller on e-commerce platform. However, e-commerce platforms are too complicated if the newcomers do not have any knowledge in the platform and it can fail if they make the wrong decision and go the wrong way. Due to the writer's thought, she prefers to join the business on Shopee platform, which is familiar with herself than competitors as Lazada. The hardest thing for the writer is she does not know how to start selling Kimchi on Shopee platform and she saw that it has many shops that sell the same products as her and they can make a good performance since they sold the products for many years and most people are familiar and willing to buy with that shops.

From the writer's observation that Shopee is the fast-moving growth during Covid-19 pandemic, she decided to register as one of the seller on this platform, however, it's very hard for the newcomers that can reach the customers without using the promoting strategy, the writer needs to pay the extra costs to do the advertising on her products that will help to catch up the sales to meet the criteria of Shopee.

4.2 Analysis

The writer has analyzed and generated the results from interviews and secondary data to obtain the key success factor for people who want to start a new business on the Shopee platform.

4.2.1 Customer Satisfaction

The interviewees agreed that customer satisfaction is one of the key success factors that make Shopee become more successful on e-commerce platforms. Shopee is focusing primarily on developing the mobile and social media as their main purposes, starting the business as a marketplace with a C2C (Consumer-to-Consumer) business model and expanding into B2C (Business-to-Consumer) in a hybrid model later. Interviewees mentioned that customers who are sellers on its platform can get the benefits depending on the level of sellers and whether they can meet the criteria of Shopee's standard or not.

Customer satisfaction is the crucial factor as when the customer feels satisfied with your products or service, they will give good feedback to the company and spread the good word-of-mouth to the public, which is becoming a good image to the company directly. Shopee are concerned about their service to the customers, Shopee is committed to strengthening a strong merchant partner in the ecosystem. For the newcomers who have not ever used e-commerce before or are not familiar with the system, Shopee Seller Center is the tool developed to help sellers manage their entire storefront. This function allows sellers to manage all their sales in one platform. Hence, the platform is constantly updating the new functions to enable the seller to track or manage store performance, selling, payment, inventory stock and logistics service provider on Shopee's platform is full of options and easy to use. Additionally, Shopee has a system that facilitates the sellers such as shipping process, sellers can print a parcel cover so no need to address the parcel box itself and it has a formal style to create credibility for the seller's customers as well.

4.2.2 EWOM (Electronic Word-of-Mouth)

One factor that cannot be missed and it becomes the essential factor to make the company successful, is EWOM or also known as electronic word-of-mouth. When

the customers are satisfied with your products or services, they will deliver the good reviews for sharing to the public space on their realistic experiences on this matter. Both of the interviewees mentioned these factors that it's very important when the sellers expressed their emotions to the public, it must affect the company's image in return so Shopee tried to be concerned about their service that gives strong support to their customers. Shopee has the back office to support their customers, when Shopee receives comments or any complaints so it will take a short time to find the problems and resolve them immediately and on the right track.

EWOM is the pattern of reviews in the application, on websites and any social media platform that can share their comments or feedback after customers have tried the services. Moreover, it can be the rating score to weight the company's performance from the real users or customers in the return. It might be affected to the company reputation if the company stated itself as a high performer, they would have high credibility and most people wanted to join the businesses as a partner. On the other hands, if the company was received many complaints or unsolved the problem for the sellers, it would be the negative directly to the company and it will decrease the credibility and trust from the customers in the long term.

Since e-commerce is an online platforms so it contains many categories of products on the platform, it is not easy for the customers to decide to buy the products via online channels without any experiences before. EWOM must be the first factors that people will observe before deciding to order on the e-commerce platform. For example, general sellers on the Shopee platform can be the recommended shops within a month if they can pass the Shopee's requirements such as sellers provide the good service to the customer likes fast response and answering all of the clients' questions to make them clear. It can lead to the positive feeling in their customers' mind, and they will become a customer loyalty at the end. After customers feel satisfied on the products or services that sellers provided to them, they will feedback in the ways of giving a good rating with the good reviews, which can help the sellers passed the criteria and becoming the recommended shop at the end.

Shopee is well-known e-commerce platform in the global and there are many partnerships to join with the company. It has launched many campaigned both online and offline channels to attract more target audience. One campaign that people

are interested to join in the Shopee application that is collecting free Shopee coin by doing the activities such as following the official page that offered by Shopee and review the experience about the shopping orders. It is not just the ways of shopping, and it will make the customers feel enjoy and fun to do daily activities for the next shopping, so they will help Shopee reputation in case of spreading the positive EWOM via online platforms and persuade people to join the activities for the discount of shopping experiences.

4.2.3 Localization

Interviewees agreed that Shopee is using hyper-localization as their main strategy to grow in the global market. Shopee is fast-moving in Southeast Asia, which is classified as a region, and it is not just the single market because each country has the different e-commerce market characteristics and consumer habits. To offer the most relevant online shopping experience between companies, sellers, and buyers. By clearly understanding each market and user behavior, the interviewees told the writer that their companies will make it easier to understand the customers and manage the marketing as well as having the local offices located in each country and operated by the local teams, which can help their own country's market well either in terms of products or marketing campaigns.

In the interview session, interviewees elaborated the strategies that the company are focusing on expanding the market by advertised and give the good service that match with the culture of each country in the region that can make the customers feel more satisfied and it is easily communicate between the company and seller to avoid misunderstanding of limitation of culture traffic.

4.2.4 Valued-added service

All interviewees agreed on this factor due to it's the factor that represents the characteristics of Shopee. Since Shopee is a latecomer on the e-commerce battlefield, Shopee must send out the message for captivating enough to persuade customers who are using competitors' service or who are not aware of the online shopping. From the writer's observation, Shopee is spending huge promotions for both sellers and customers; Shopee has launched free shipping, discount vouchers and any

flash sales all the years. People memorize Shopee as the e-commerce platform where you can find any products on their platforms with competitive prices when comparing with other competitors.

Value-added service is the essential factor, which can make Shopee successful over other competitors in the same industry in constantly delivering an impressive value to the buyers. Moreover, Shopee recognized this by providing many value-added services to enrich the selling or buying process directly to their real users. Also, Shopee is doing well on its own e-commerce businesses and becoming fast-moving during the pandemic.

Interviewees confirmed that Shopee is positioned as “lower price of products with the great value that customers will receive in return”. Shopee are concerned about their services that give directly to sellers or customers. They tried to provide the support to any issues or any help for the counterplan to avoid the complaints at the end because it might affect the company reputation and trust from the sellers or partners in the long-term.

4.2.5 Repurchase Intention

Interviewees mentioned that “*Repurchase intention is one of the factors that can make more profits in return to the sellers and also the company as well*”. It is a very crucial factor that can lead to the end result from localization, value-added service, customer satisfaction and EWOM. Repurchase intention can represent the successful of the seller who sell the products to customers via using the e-commerce platform in the ways of providing them a good products with the great service that can make them feel satisfied and becoming the loyalty at the end, so they will be back to buy your products and hopefully to get the great service likes the previous experiences.

From the observation by writer on the secondary data and realistic experiences, the consumer’s habit is having what the goods that they would like to buy from online platforms, then they will observe the price from many competitor channels to comparing and find the satisfied-on price and see the rating from the comments or review of the sellers’ service to the customers. It is not easy for the sellers to make their customers to reach back to repurchase the products from their shops on the online platform, as you know that it has variety competitors to sell the same product on the

same platform with the competitive price, then what the sellers can do is making the unique service to position itself different from others that could make the customer's memorable their shop and came back then.



CHAPTER V

CONCLUSIONS & LIMITATIONS OF RESEARCH

5.1 Conclusion

To summarize, the results of analysis from this research paper can respond to the research question “*What is the key success factor for people who are the newcomer to join the e-commerce platform for selling the products?*”. The writer conducted the qualitative method by using in-depth interviews with internal people from Shopee company with different levels and roles to generate the inside information and gather the new information to be useful for people who are interested in starting the business on e-commerce platforms like Shopee. The writer has selected three interviewees with the different roles; one interviewee from management level and two interviewees from the employees who stayed for a period of time to know enough information from the inside to share with the writer.

The writer has concluded the key success of doing business by using e-commerce platforms as a middleman for selling their products during the pandemic; there are five of key success factors that consist of consumer behavior, electronic word-of-mouth (EWOM), localization, value-added service and repurchase intention accordingly.

The first factor is Customer satisfaction, which means that customers received the good benefits beyond their expectation, and it made me feel satisfied and happy with the products or service that company provided (Anand, 2019). A good service-mind is very important for doing any kind of business, sellers would be patient with their customers because when the customers trust in your service, they would love to contribute with you anytime. To be the same with Shopee, it is recognized to serve the good service and support the sellers and customers when the problem-faced, it will help them to resolve it within a time that is a reason why people are likely to buy the products from the Shopee application. For e-commerce platforms, this factor is very crucial because most people prefer to use the easy platform to reach out, which can

respond to the customers' needs and wants at the end.

The second of key success factors is electronic word-of-mouth (EWOM), it can represent the company image whether good or bad reputation depends on the people who will spread their comments or feedback when they've tried their products or service. Referring to the storytelling of the writer, her product will become well-known because friends and colleagues are spreading the positive word-of-mouth both individually and review on the online channel such as Instagram so that EWOM is very important to represent the characteristics for product and service that they gave to the customers. To maintain the customer's trust, sellers need to give a high quality of products with reasonable price together with the great value on the service provided to the customers.

Third factor is Localization. It is related to both small and large-scale businesses where they want to position itself into the future pathway. Most businesses need to adjust themselves to match with the culture, religion, language and so on in each country to have a long-term stable in the industry. It is too difficult if they do not need to adapt their brands to match with the culture or taste, which refer to the storytelling that the product is food. It is possible for Thai people who prefer the original taste from other countries but not much. Thai people prefer the familiar taste that suits them the most. On e-commerce platforms, the writer found many sellers sell the same products with their own brands, but they are still performing the best according to the unique taste of each brand.

Value-added service is the essential factor that every business listed as their main purposes to serve their customers. Due to the interviewees mentioned that Shopee is positioned itself as *"You can find any kind of products on Shopee application with the lower price than others"*. Shopee is the big platform of e-commerce which is rapidly growing even after it began after other competitors in the same industry. It uses the marketing strategy as penetration cost that sets the price at lower and adds value from the service by providing a good campaign in the year round for reducing the shipping cost and product cost as well. This strategy can catch up more sales from the customers and also gain more customers accordingly.

Lastly is the Repurchase intention factor, it refers to the willingness of customers who want to rebuy a certain product or service in the future (Choi, Chung, &

Young, 2019). This factor can lead the newcomer to the right way of doing the business as the customers feel satisfied with the product or service from their shops, the customers will become loyal since they prefer to come back to buy your product or service once again in the future and also in the long-term.

5.2 Limitation of the research

Although this research successfully achieved its objective, there are some limitations that should be pointed out to help conduct future research.

First thing is this paper has limitations in terms of qualitative interview, as there is inconsistent in-depth information regarding the answer due to inconsistency in the answers that we received. Due to their different management level and role of responsibilities in their work, we received different opinions on certain questions from certain point of views from the key success factor of being successful for doing business on e-commerce platforms.

Second, a limitation that appears to have an impact on this research is the lack of time. This qualitative research took only one week to complete. One weeks is not enough time to obtain accurate and reliable data needed for the project. Due to time constraints, the overall response we obtained might not accurately reflect how the world actually is. Some of the results might have been slightly different if additional time had been available.

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