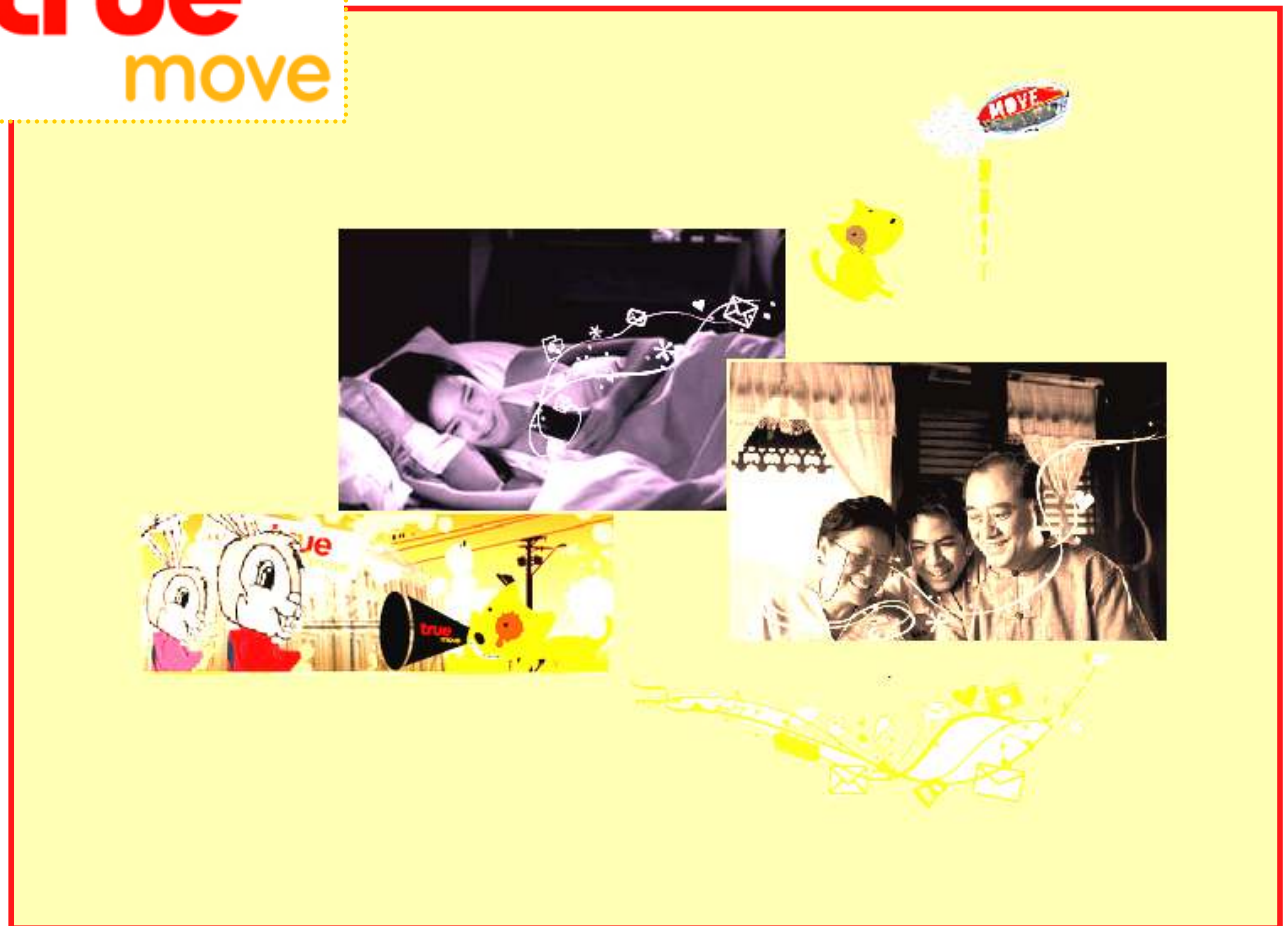




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CUSTOMER SATISFACTION TOWARD TRUEMOVE CUSTOMER SERVICE

true
move



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Abstract

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Title: Customer Satisfaction toward TrueMove Customer Service

Problem Statement: How are TrueMove customers satisfied with the customer service provided at TrueMove shops in Bangkok?

Purpose: To evaluate "whether" and "how" TrueMove customers are satisfied or dissatisfied with the customer service provided at TrueMove shops in the Bangkok region with the help of evaluation of service quality by customers of the shop.

Theory and Methods: The research bases mainly on quantitative method; that is questionnaire method. The Service Quality Gap which aims to measure the customer satisfaction by comparing their expectation and perception of service after experiencing the service serves as the theoretical framework for the research. Moreover SERVQUAL dimensions covering Reliability, Assurance, Empathy, Responsiveness and Tangibles are used in the further development of theory and modeling of the questionnaires for this research.

Conclusion: TrueMove customers are not yet fully satisfied with customer service provided at the TrueMove shops in Bangkok region. The service quality perceived cannot yet meet the expectation of customers in any SERVQUAL Dimensions.

Recommendations: The issue of reliability in service aspect needs to be dealt with an overhaul of systems and routines while other aspects of service call for equipping employees with required knowledge. A focus on specific services to the target group of customers also needs to be established.

Keywords: TrueMove, Customer Satisfaction, Customer Service, Thailand Mobile Operator Market, TrueMove Shops Bangkok

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Chapter 1: INTRODUCTION

Today, the world is growing in an increasingly rapid-changing environment. Business market has become much more competitive. To capture target customers as well as differentiate from other competitors, marketing is a key to companies throughout the world.

Serving customers well is at the heart of marketing as well as supports a company's position in nowadays competitive market. Its importance is as Demming (1951) stated "When (service) quality improves, costs come down, and customers are happy and tell other people. This brings in more customers. As a result, profitability improves".

A competitor in Thailand's competitive rapid-changing mobile operator market, TrueMove; the third-largest mobile operator company in Thailand, now encounters with more difficulties in capturing customers as well as striking market share. Pricing is no longer an effective tool to capturing customers. Instead, the trend changes to emphasize on offering a better service. Unique and differentiated expectation-answered service is the current key to success (Market info, 2008). To improve its position as the third in the market; following AIS; 'Advanced Info Service' the number one in Thailand Mobile Operator market, and DTAC; 'Total Access Communication PLC' the second, respectively, hence, is well possible through its effective service quality. Customer's expectation answered service is indispensable to achieve the company's marketing goal. Therefore, this study aims to research TrueMove on the aspect of the company's customer service; as it is an unequivocal key to competitive capability in the market. (S Kanchanawan, 2008, pers.comm, 11 May)

1.1 TrueMove: the Focal Company

1.1.1 TrueMove Background

TrueMove was first launched in Thailand's mobile telecommunications service in March 2002. It is a subsidiary of True Corporation Public Company Limited

Conglomeration. The brand operates along with other brands within 'True Group'; of which all brands include TrueMove, TrueOnline, TrueVisions, TrueMoney, and TrueLife. As to explain each brand, TrueOnline offers fixed-line phone service and its value-added services, DDN services, Internet and consumer broadband Internet services and WE PCT (Personal Communication Telephone), TrueVisions offers pay-TV business. Whereas, TrueMoney operates Digital Commerce Business and TrueLife offers Digital Content Business. As for TrueMove, the brand operates a digital mobile telecommunications network based on the GSM (Global System for Mobile Communications) standard in the 1800 MHz frequency. (True Corporation, n.d.)

Similar to all other brands under True Conglomeration, TrueMove's vision aims to be credible, creative, caring, and courageous. For credible and caring, TrueMove endeavors to best treat its customers by serving the right services to the right segments of customers. In addition, it also treats its personnel and partners well - as the company values all these people the same way as it does to customers. Last, TrueMove aims to be creative and courageous in order to come up with the new desirable innovation and new ideas; the means considered as keeping it ahead of the market. Synergy, working harmony, and honesty are the essence of TrueMove's vision. (True Corporation, n.d.)

As for strategy, 'Convergence Lifestyle' is what TrueMove emphasizes in order to differentiate itself from the other competitors in Thailand mobile operator market - given the advantages that TrueMove is the only mobile operator whose parent company is the conglomeration of full range communications solutions. The company's convergence lifestyle gives benefits for its mobile service customers to other additional services covering mobile service, internet, pay-TV, broadband and other digital businesses. (True Corporation, n.d.)

As to consider the success of TrueMove's vision and convergence strategy, by the third quarter of last year 2007, the company announced 2.1 million subscribers-total the amounts of overall TrueMove customers to 11.2 millions. The number is a milestone for True Move's historical pages - the company earned 44.1 % up from service revenue, 87% increase compared to the same quarter of the former year. TrueMove subscribers accounted for 22.8% of the entire market by the last quarter of the 2007 year. For the year of 2008, the company aims to exert continually on the convergence strategy; which means mobile service, high-speed internet technology, and multimedia content. By the convergence, the company believes to gain more market share and stands elegantly as one of the

three largest mobile operators in Thailand. (True Expected TrueMove Gain Market Share at Least 25% From Last Year of 23%, n.d.)

1.1.2 TrueMove's Products and Service

As a leading mobile operator company in Thailand market, TrueMove's main focus is to offering a service of digital mobile telecommunications network based on the GSM standard.

However, it also sells another service of VAS; Value Added Service. Vas offers miscellaneous services including; calling forward assistant, self number-changing, internet service on mobile, customer service assistant number, voice mail, fax mail, missed call alert, and, lastly, multimedia content.

As for products, TrueMove sells SIM cards both for pre-pay and post-pay. There are different choices of SIM cards for customers to choose i.e. TrueMove Game SIM, Triplet SIM cards, Welcome SIM, TrueMusic SIM, Body slam SIM, TrueMove SIM with Rak Ton Rak Nan CD, Two Year Long SIM, TrueMove SIM with EPL History CD, Took Jai SIM, TrueMove SIM Golf and Mike, and TrueMove SIM AF.

Lastly, TrueMove also sells mobile, handset, mobile accessories.
(TrueMove, n.d.)

1.1.3 Customer Service at TrueMove

As TrueMove's vision is to be caring, creative, and credible, customer service at TrueMove is considered an important as its importance is to impress the existing customers, thus, create positive word-of-mouth. Moreover, the impression of customer service brings in more customers. The importance of customer service at TrueMove, hence, is a key factor to TrueMove Company. (True Corporation, n.d.)

The channels for customer service at TrueMove in Bangkok; the region scope of this research, are through call number 1331, True shop, TrueMove Shop, and Kiosks. Call number 1331 provides the service of reporting the damage or loss of SIM cards, payment, and other miscellaneous. Meanwhile, the other three serve similar service plus interface contact. (True Corporation, n.d.)

As for True Shop in Bangkok, customer service is provided at the department stores and buildings of The Mall, Central, Lotus, Big C, Carrefour, Future Park Rangsit, Fashion Island, Imperial Samrong, CP Tower, IT Mall Fortune Town, Seacon Square and others.

For Kiosks, mainly customer service of TrueMove is provided at The Mall, Big C, Carrefour, TOPS, and others e.g. IT Mal F4, Robinson Bangkok, Central World, Maboonkrong, and Powerbycentral.

Come lastly to the focus of this research – TrueMove shops in Bangkok. TrueMove shops in Bangkok are served at 15 the department stores and 4 buildings. The department stores include The Mall Ngamwongwan, The Mall Ramkhamhaeng, The Mall Bangkae, The Mall Thapra, The Mall Ramkhamhaeng 3, Central Pinklao, Big C Bang Plee and Rama 2, Carrefour Changwattana, Carrefour Ratchadapisek, Carrefour Sukapiban 3, Carrefour Bangpakok, and Carrefour Bangbon, Future Park Rangsit, and Seacon Square. The buildings include Fortune Town, Wongsawang Town Centre, U Chu Liang building, and Ying Charoen Market. (True Corporation, n.d.)

1.2 Mobile Operator Market in Thailand: An Outlook

1.2.1 Attractiveness of Mobile Operator Market in Thailand

The mobile operator market in Thailand is tempting. The new mobile phone subscribers grew by 18% in the first six months of 2007, regardless of Thailand's slow economic growth. By just during the first half of the year, the new subscribers rise up to 7 million; this is two-third of the total for the entire 2006. Finally, the industry gained, approximately, 12 million new subscribers by the end of the year. And, there lie a lot of rooms to gear forward by the year of 2008. Moreover, according to Marketinfo.co.th (2008), the segmentation of the customers aged during 13 to 18 is emerging. This group of mobile users has not been approached to its fullest yet. Approaching to this group of customers is becoming is new source of profitability for mobile service. Along with this segmentation is the group of housewife and oldie whose concern is to take care

of their children and grandchildren. Mobile service is increasingly becoming a service accustomed to everyone from the age of early ten until the retirements. Hence, the authors set for mobile operator market in Thailand as the market of interest. (True Corporation, 2008)

1.2.2 An Outlook to the current situations

In Thailand mobile operator market, TrueMove has been the third after AIS; full name 'Advanced Info Service', the number one in the market, and DTAC; full name 'Total Access Communication', the second respectively. On another side, the brand precedes 'Hutch' and 'Thai Mobile', the fourth and the fifth respectively in the market. To compete with its competitors, TrueMove utilizes its advantage of conglomerate brand to offer the convergence lifestyle whose advantages supports the customer the additional benefits of internet service, insurance, and others.

The information from Marketinfo (2008) indicates that, since the widespread of technology and telecommunications, the world has changed rapidly and pricing strategy is no longer the right strategy to strike sales, to capture customers, or to improve market share. Instead, promotion and service quality have replaced the importance of the pricing strategy. Leading mobile operator companies in Thailand; including AIS, the number one in the market, DTAC, the second, and TrueMove, the third, now change their trend to focus on service quality. Service quality has become an important means to capture customers as well as retain them for the repetitive purchase of service to the companies. (Marketinfo, 2008)

1.3 Problem Statement

The problem statement is '**How are TrueMove customers satisfied with the customer service provided at TrueMove Shops in Bangkok?**'

The problem statement is generated from the consideration that service quality is an important matter to bring more customers, retain the existing ones and create loyalty among customers. Practically, somehow, service provided at a company

may not be fully implemented yet and needs some improvements. Also, if a company would evaluate its own service, the understanding from the perspectives of customers is very important. From the perspectives of customers, the assessment of service quality will not be biased. What reflected from the customers perspectives could provide a chance for a company to improve its service quality to the right direction.

1.4 Purpose

The authors aim is to evaluate '**whether**' and '**how**' TrueMove customers are satisfied or dissatisfied with the customer service provided at TrueMove Shops in **Bangkok region**. With the help of evaluation of service quality by customers of the shop.

The objective will be achieved with the help of evaluation of service quality by customers of the shop. The intention is that the research result of 'customer satisfaction towards TrueMove customer service' could be used by TrueMove Company; as the assessment of its service quality. By the assessment from the result of this research, it could be considered advantageous to see the room for improvement as well as learn the expected service criteria from the customer perspectives; of which, if the company could reciprocate, would be very beneficial.

1.5 Delimitation

As the difficulty of measuring customer satisfaction towards service quality is an intangible subject and a lot of pitfalls are possible, the purpose of the paper is limited to 'measure and evaluate' customer satisfaction; from customer perspectives, towards customer service provided at TrueMove shops in Bangkok.

The result of this research, therefore, is limited to aim only to report how customers assess; in other words 'how customers are satisfied with', customer service quality provided at TrueMove shops in Bangkok. For making use of the information reflected from this research, determining what should be improved or deciding the right set of coordinated activities to meet the customer expectation on service quality is out of the scope of this research. Rather, the mentioned utilization of the knowledge reported from this research should be further studied by future research.

The authors aim for this research to be a good base for TrueMove Company to evaluate its service quality; from the perspectives of customers, which is neutral and not biased. In addition, for this research to be a good base for further research studies on evaluating the causes of TrueMove strong and weak points in customer service as well as on evaluating the appropriate ways to improve the weak points in customer service.

1.6 Target Audience

.The main targeted audience of this paper is the customer service department of TrueMove. The secondarily targeted audience includes TrueMove Company as a whole, other mobile operators in Thailand market, and any people who are customers to mobile operators in Thailand market. Last but not least, the students writing undergraduate thesis with similar interest.

1.7 Structure of the Paper

The text is divided into seven chapters.

Chapter One, 'Introduction', introduces the audiences of this study to the importance of customer satisfaction toward service quality; as it is a key tool for marketing activities, and the necessity stemming from mobile operator market

trends for TrueMove to develop its service quality at the best possible. Hence, background of TrueMove Company as well as market situations were given brief information in this chapter; followed by Problem Statement, Purpose of Study, Delimitation of the study, and target audiences of this research.

Chapter Two, 'Literature review', the need for separate chapter arose after the fact that literature review is thorough and for the readers perspective it needed a separate space. The literature search has been executed in three phases serving three sequential purposes; firstly, to decide the area of focus; secondly, to confirm the existing knowledge from the researches in the area of study and to acquire the sufficient knowledge for further study; lastly, to find the core theories for the study framework.

Chapter Three, 'Methodology', explains the reasons for selecting this topic of study, the existing knowledge; in 'Literature Review', concerning the research topic, the relevant theories chosen, and researching methodology covering data collecting methods and analysis method.

Chapter Four, 'Theoretical Framework', covers the explanation of Service Quality Gap, SERVQUAL Dimensions, the Three Key Possible Quality Outcomes, and the Conceptualization of Theoretical Framework.

Chapter Five, 'Findings and Analysis', this part of the text is what is different from the other papers. As the result of customer satisfaction toward customer service provided at TrueMove Shops in Bangkok region is calculated by mean and SPSS calculation, the presenting of data in the findings part is considered easier to understand if presented in graph format. Furthermore, the findings are numerical; thus, if separated from analysis, would create confusion as the readers need to turn pages back to read findings in one part while the analysis is in another. Therefore, the authors decided to combine findings and analysis together to make it easier for readers to understand.

Chapter Six, 'Conclusion', concludes the research result of 'whether' and 'how' customers of TrueMove Shops in Bangkok region are satisfied with customer service provided there and how they perceived each aspect of service. In addition, the research result is concluded by total respondents and specific groups of customers for management to apply.

Chapter Seven, 'Recommendation', here the authors; after conclusion, recommend management applications for TrueMove Shops in Bangkok that could improve customer satisfaction as well as bring in more potential customers.

Appendix is the last chapter of this paper. Here, both questionnaire; English and Thai version, and the objectives of each part of it are presented. Besides, the direct results from mean and SPSS are presented as well as e-mail contact with TrueMove.

Chapter 2: Literature Review

2.1 Thailand Mobile market & customer satisfaction

First of all, about Thailand mobile market and customer satisfaction, Marketinfo indicated in its 'Thai mobile marketing situation report' that the mobile marketing trends in 2008 will be effected from the great impact from the new regulation of number portability which permits one transferable number applying for every operating system. This policy allows customers to change their mobile operator without changing their mobile phone number. Therefore, customer service will become more significantly important – as, in the case that the operators cannot provide an effective and satisfied service, customers can instantly switch brand without anymore worry to change their contact number.

As for the necessity to preserve the existing customers, the management can be in two directions; that are, increasing the switching cost to prevent customers to change brand and accelerate the service quality to satisfy customers.

In their conclusion, the year 2008 will be the start of service quality war instead of pricing war. The marketing activities of Thai mobile operators in year 2008, therefore, are suggested to focus in service quality to keep the existing customers, in other words, to reduce customer decay.

Besides mobile customer decay result from the lower barrier of operator switching, Hargrave silk (2004) gave some suggestion about Thais' consumer behavior that Thai consumers easily change new brands. Fuelled by the high promotional activity in the market, Thai consumers have become notoriously unfaithful. Customers have more choices and if they have found that there is something new, fresh and exciting, they tend to give that brand a try. If the customers perceive significantly different or better performance in new brand/product/ service they are likely to switch. However, a study by Lowe Thailand suggests that consumers will gradually shift to more expensive brands when disposable income and age increase. Nowadays, Thai economy grows fast and one reason is because of the spending sprees, especially by young working generation, on automobiles, homes, mobile phones and other big purchase.

Hill (1996) said about customer decay that the average business loses between 10 and 30 per cent of its customers each year, but often don't know why they were lost. Hill clarified that dissatisfaction is the fundamental reason for customer decay. A considerable amount of research has been undertaken in the area for several years found that there are customer gaps that obstruct company to meet customer satisfaction. The overall gap which results in dissatisfied customer is the gap between expectations and experience, which can usually be traced back to one of five earlier gaps (promotional, understanding, procedural, behavioral and perception)

No organization intends to provide poor service. Gaps usually arise because of differences in perception between what the business thought it was providing and what the customers believe they received. Only regular customer satisfaction measurement will enable the business to identify and close the gaps.

2.2 Previous studies in relevant area

As for previous studies in customer satisfaction and service quality in some relevant areas, these studies are taken into consideration

- Johnson and Anuchit (2002) studied about service quality in the Thai telecommunication industry. Their research question was firstly about the correlation between the service quality rating and the competitive advantage among Thai telecommunication firm and secondly about the reliability of SERVQUAL techniques to assess service quality perceptions/ expectations among customers in the Thai telecommunication industry. Which are land line telephone subscribers; Telecom Asia (TA) and Thai Telephone and Telegraph (TT&T), and mobile phone subscribers; Advance Info Services (AIS) and Total Access communication (TAC). It is remarkable that the study does not include TrueMove, which is the third mobile subscriber in the industry.

The study utilized a cross-sectional survey design to investigate service quality perceptions and their competitive analysis in the Thai telecommunication industry. Questionnaires were distributed utilizing a convenience sampling from walk-in customers at a service centre during May-June 1999 time period. In addition, this study also was conducted under the same natural environment in which employees' service providers normally function, thus offering a greater degree of reality.

This study used a seven-point Likert scale range from "strongly agree" (7) to "strongly disagree" (1), to assess all five dimensions of service and considered the maximum score of customer perceptions service quality as a basis for competitive assessment.

The result showed the Thai telecommunication industry received strong ratings on the tangibles dimension, particularly customer service staff's dress, and low ratings on the empathy dimension, particularly service providers, interest differences.

From the result of empirical study, they recommended the SERVQUAL scale as a starting point for assessing service quality. The five original service quality dimensions showed impressive reliability and were surprisingly influential. They also accentuated that SERVQUAL does seem to be better suited for process-driven service firms, e.g. telecommunication, banking, retailing, health care, etc. Furthermore, finding of their research indicated a distinct importance for the process aspects of a service (Tangible, Responsiveness, Assurance, and Empathy).

- In a study of Ryan air customer satisfaction in Sweden, Thanataveerat and Jiajia (2007) employs SEVRQUAL technique to analyze Ryan air's five dimensions of service quality and compare the perceived quality with customer expectation to found the gap which was explained in gap model. The main method was to use questionnaires to get customers' evaluation toward Ryan air service Quality. The study is based on the questionnaire which have been proved by psychological test to not to be bias or misunderstood by the respondents. Moreover, they employed SERVQUAL technique which have been attested and developed for

decades by several researchers across context since Parasuraman, Zeithaml, and Berry launch it in 1988.

Unfortunately, by time and financial limitation, the researchers had not enough sample size to reach margin of error of least 5% (their margin of error were 7%), and were only able to distribute questionnaire's at Vasteras and Skavsta Airport, not cover Gothenburg city Airport which lead to construct or measurement validity problem according to Fisher's criteria (Fisher, 2007). Then it becomes difficult to claim that the sampling represents the population statistically.

- Srijumpa, Chiararakul and Speece (2007) examined customer satisfaction and dissatisfaction with interpersonal versus internet service encounters in Thai retail stockbrokerage and corporate banking. This is one of the few papers to show with strong empirical data that customers view satisfaction and dissatisfaction as distinct dimensions. An additional contribution is demonstrating that dissatisfaction can be measured with industry specific scales, which are nevertheless comparable across industries.

The study being divided into two projects and have been investigated separately. We found interesting research technique in its interpersonal part while customers meet the company, which be the same situation as this report, in same country and similar social context (mostly done in urban area), even though it investigates different industries, but it's still the service industry. Mainly the study comparing expected and perceived service quality. The result show preferably of interpersonal service, indicate the important of further study in the real service encounter area.

The indicators, which in the project call the schema, were adopted and mostly work well for these two industries in Thailand. In the study, the authors developed their own indicators from prior research which has developed useful indicators/Schema for categorizing satisfaction; mostly from Bitner et al. (1990) and Meuter et al. (2000). After that, they tested it in two levels, first in depth interviews and second the pilot project with the experts in each industry.

The experts were given the full list of the items relevant to their industry, a definition of each category of dissatisfaction and satisfaction for interpersonal and internet interactions, and asked to allocate each item to a single category

The following is their indicators/schemas for stockbrokerage industry.

Interpersonal service encounters satisfaction items.

1. Your broker provides reasonable comments for helping you to make the right decisions
2. Your broker informs you instantly and continuously of relevant and useful information
3. Your broker will inform you about unavailable service
4. Your broker informs you when and why brokerage service is very slow
5. Your broker provides services in a professional and friendly manner and voice
6. Your broker is able to perform well under adverse circumstances

The problem is that it's difficult to understand/ evaluate whether those six questions cover all facets of service quality or not. In this TrueMove study, we decided to apply Parasuraman Berry, and Zeithaml technique.

As for service quality measurement; found in prior literature discussed above, customer satisfaction is strongly relevant to service quality, especially in service industry. This last part of literature review dedicated numerous confirmations from a consideration number of academics and practitioners and will also discuss about the most reliable service quality measurement tested by several studied.

There is substantial evidence that service quality functions as a predecessor to customer satisfaction (Reidenbach and Sandifer-Smallwood, 1990; Cronin and Taylor, 1992, Reichheld and Sasser, 1990.)

With the evidence that service quality leads to satisfaction, considerable practitioner interest has centered on programs to improve service quality (Farber and Wycoff, 1991; Schlesinger and Heskett, 1991). One of the fundamentals in the service quality improvement programs has been the measurement of service quality.

Service quality measurement is important as it has the potential to offer insights into areas of service quality strengths and weaknesses. Zeithaml et al. (1988)

have developed and tested a forceful measure of five dimensions: reliability, responsiveness, assurance, empathy and tangibles. Measuring customer "expectation" and "perceptions" of these five dimensions assesses service quality. Service quality is positively disconfirmed when customer perceptions exceed expectations. Parasuraman, Berry and Zeithaml (1991) found the reliability dimension to be an extremely important one. (These concepts will be discussed further in Methodology and Theory part).

2.3 Core theories discussed

In conclusion, SERVQUAL can serve as an effective diagnostic tool to guide management in its service quality improvement efforts by focusing attention in the areas that are most needful (Berry et al., 1994).

All of the above discussion lead to the understanding that; to find out how to study customers perception/expectation which lead to customers satisfaction. It is important to investigate the knowledge in the service quality measurement area. The series of Parasuraman, Zeithaml and Berry articles in the 1980s have been found to be useful to depict the developing of the service concept from the empirical studies to the approved service quality measure model; SERVQUAL.

For instance, the articles 'Understanding Customer Expectations of Service' by Parasuraman, Berry, and Zeithaml (1991) discuss the understanding about five dimension of service

'A Conceptual Model of Service Quality and Its Implication for Future Research' by Parasuraman, Zeithaml, and Berry (1985) illustrate the conceptual of gap model, in which identify the gap between customer perception and expectation in its fifth gap, the last customer's gap in the model.

'Delivering Quality Service'; also by Parasuraman, Zeithaml, and Berry (1990) further the understanding of the relevant theories and techniques of measuring customer satisfaction/service quality.

The explanation of GAP Model and the Five Dimensions of Service; in the theoretical framework part, are partly sourced by the information gained from these articles.

Besides the three American academics famous studies, Ghobadian, speller and Jones(1994) extended the understanding of service quality measurement in their article about service quality concepts and models., provided some understandable criteria to assess customer satisfy by the three key possible quality outcomes; satisfactory quality ideal quality, and unacceptable quality. The detail will be discussed in theory part.

Finally, even though less pertinent to the subject of customer satisfaction, the authors found other literatures that are also relevant and beneficial to the study. The main literatures mentioned here are 'Improving Customer Satisfaction, Loyalty, and Service' by Michael D. Johnson and Anders Gustafson, 'Best Practices in Customer Service' edited by Ron Zemke and John A. Woods, 'Quality of Service' by Bo Edvardson, Bertil Thomasson, and John Øvrerveit, and, lastly, 'Measuring Service Quality: Practical Guidelines' by John Øvrerveit. These books provide the knowledge of service quality from the perspectives of the company. Somehow, they are found advantageous to this study as they reveal the relevant dimensions of service.

Chapter 3: METHODOLOGY

3.1 The Selected Topic

The authors decide to research on *customer satisfaction towards customer service* at TrueMove as the authors see the importance of 'customer' and 'customer satisfaction'. As Scheuing E. (1999) stated that "Customers are the lifeblood of any organization. Without them, it loses its meaning and purpose" and Zikmund W and D'Amico M (1989) supported its importance to marketing that "Customer satisfaction is the aim of the marketing concept. According to the marketing concept, an organization should try to satisfy the needs of customers or clients through coordinated set of activities that, at the same time, allows the organization to achieve its goals".

Furthermore, TrueMove is chosen to study because of reasons. First of all, it is in the industry of mobile service; whose approach to customers has been successful and whose nature is well-known as the importance of telecommunication has spread for some considerable time. Next, TrueMove is the chosen company because the authors see the potential and challenge of being 'the third' in Thailand market. 'Potential' is because the company has gained more than 20% of the entire market share of which the competition field comprised of as many competitors as five. 'Challenge' is because of the possibility to gain more market share, and profitability in the market. Its convergence strategy has supported a potential for TrueMove as the only fully integrated communication solution provider, which is unique and differentiated from the other competitors. What's more, the emerging segmentations of the customers aging during 13-18 and other minor segmentations lie for TrueMove to strike sales, profitability, and market share.

3.2 The Chosen Theories

In order to fulfill the research on measuring and evaluating customer satisfaction towards customer service provided at TrueMove shop, Gap Model and SERVQUAL

are chosen; provided that their purpose of use is appropriate and corresponds to the research problem.

As for Gap Model, its purpose is as Bitner (2007) stated "...to determine how well the service meeting or exceeding customer satisfaction". According to Parasuraman, Zeithaml, and Berry (1991), there are five different gaps on measuring customer satisfaction on both customer's and the company's perspective. However, this research focuses specifically on GAP 5 'the Service Quality Gap' – which measures the gap between customer expectation towards service quality and their perception of the service after experiencing. In addition, The Service Quality Gap is limited to only measuring and evaluating customer satisfaction from the customer perspectives; as the consideration is that the result of customer satisfaction would not be biased as well as be of advantageous to the focal company because the research result could reveal the aspects of current customer service that can be further implemented as well as its primary information concerning customer expectation could perform its role similar to a compass directing a company to a peaceful shore. The further detail of the Service Quality Model is provided in the later part of theoretical framework.

As for SERVQUAL, this theory further illustrates the understanding of Service Quality Gap by defining dimensions of service to be considered for expectation and perception. These dimensions of service include Reliability, Tangibles, Responsiveness, Assurance, and Empathy. All the dimensions are chosen as it assists in synthesizing and analyzing customer expectation towards and perception on service quality. For further detail of SERVQUAL please refer to the theoretical framework chapter.

3.3 Data Collection of the Research

All the empirical findings of this research are collected from both primary data and secondary data. The detail of each is explained as following.

3.3.1 Primary Data

The primary data was collected by two sources; that are, interview and questionnaire.

3.3.1.1 Interview

Due to the necessity to defining the sampling size of the respondents aimed to be distributed with the questionnaire and the limitations that no information specifically about the number of TrueMove's customers in Bangkok region, especially limited to only the customers of TrueMove Shops, can be found out by secondary sources, the authors contact TrueMove Company – to gain the knowledge of the number of TrueMove Shops customers in Bangkok region.

To do so, the authors contact TrueMove through personal contact with Miss Kanchanawan Siraya; Assistant Director of TrueMove of TrueMove Bangkok. The contact person is in charge of administrating TrueMove Shops in Bangkok region; therefore, is considered able as well as reliable to answer the required question concerning total customers of TrueMove Shops in Bangkok region as well as the average customers per each TrueMove Shop per month in Bangkok region.

The interview questions were first e-mailed to the contact person; as it is convenient for her to manage the time to answer. However, as some information required are confidential of the company but as the contact person well understands the necessity to define the sampling size, telephone interview was agreed. Finally, the questions concerning specific information about total customers of TrueMove Shops in Bangkok region as well as the average customers per each TrueMove Shop per month in Bangkok region were answered with the numerical data; *under the agreement that the authors would use the information only to define the sampling size of questionnaire and NOT to reveal the number.*

3.3.1.2 Questionnaire

In order to answer the core of the research problem; Customer Satisfaction towards Customer Service of TrueMove Shops in Bangkok region, the information from the customer perspectives play an important role. Therefore, the authors

decide to conduct the questionnaire interview; with the close-ended questions to customers of TrueMove Shops in Bangkok region.

3.3.1.2a Sampling Size

As for sampling size, Fisher (2007) explained that “the size of sample you need depends in part on the size of the margin of error you are prepared to accept and the size of the population from which you are going to take the sample”. In addition, it is added in Fisher (2007, P.190) that; with 5% Margin of Error and the approximate respondent population between 1 to 10 millions , the sampling size for the questionnaire to be distributed could be by 384 copies.

Constrained not to reveal the confidential information concerning the total number of TrueMove Shops’ customers in Bangkok region, the authors could, however, identify; by the information gained from telephone interview that the exact amount of TrueMove Shop’s customers in Bangkok region is in between 1 to 10 millions number of population.

Therefore, with the acceptable 5% Margin of Error, the authors decided to distribute 384 questionnaires through, directly, with the assistance of the company, TrueMove Shops in Bangkok region.

3.3.1.2b Sampling Frame

Due to the practical method of questionnaire distribution; which would be distributed directly through TrueMove Shops in Bangkok region, and the confidential information gained from telephone interview with the company concerning the average customers per each TrueMove Shop per month in Bangkok region; which is not allowed to reveal to public, it could, however, be revealed that the customers going to TrueMove Shops in Bangkok each month are not numerically equally constant by each group. To explain, customers of different demographic group go to each TrueMove Shop in different number by each month and each day. Therefore, the sampling technique chosen is random.

Fisher (2007, p.59) stated about the random survey that “Random surveys of a suitably large sample allow you to determine what is average and what the variations around the average are, to a definable level of statistical confidence”.

By distributing directly through TrueMove Shops in Bangkok region, the random sampling technique is considered appropriate as the authors could gain the real knowledge of which target group of TrueMove Shops' customers in Bangkok region really are and which demographic groups are more and less in proportion – which is considered advantageous to management of TrueMove.

3.3.1.2c the Development of Questionnaire

The questionnaire is developed in accordance with the theoretical framework consisting of the Service Quality Gap and the SERVQUAL Dimensions.

In considering an appropriate way of designing a questionnaire, the authors are concerned with the intangible pitfall of measuring satisfaction. To explain, satisfaction questions rely very much on the interpretation on each question's meaning by the respondents. Given that the interpretation of meaning stems from the psychological matter, the authors choose to adapt a questionnaire format initiated by Parasuraman, Zeithaml & Berry (1991) – as this questionnaire has been psychometrically tested already and could assumingly lessen the intangible pitfall.

The mentioned questionnaire; generally stated, is designed in accordance with the SERVQUAL Dimensions and Service Quality Gap. The authors separate the questionnaire into three parts as following.

Part I: This part inquires about the general demographic and other information of the respondents e.g. age, gender, frequency of visiting TrueMove Shops per month etc. This part is designed for the use of management application.

Part II: This part is in the format of Likert Scales; a five-point scale between strongly agree and strongly disagree for the respondents to choose (Fisher 2004, p.65). The first 22 questions in this Likert Scales format are designed according to SERVQUAL Dimensions – to enquire about customer expectation towards customer service at TrueMove Shops in Bangkok region. The other 22 questions are designed similarly but it, instead, enquires about customer perception towards customer service at TrueMove Shops in Bangkok region after experiencing. The result gained from these two parts are aimed to analyze the

gap between customer expectation and perception, hence, it is able to see whether customers are satisfied or not and how.

Part III: This part is for customers to prioritize the importance of each SERVQUAL Dimension from the consideration of the respondents. It is aimed to perform as the confirmation of part II as well as consideration of customer satisfaction.

As the target respondents are the Thais, the questionnaire is designed in two versions; one in English and one in Thai. The English version is created first as it is easier and more convenient for the adaptation of the original format initiated by Parasuraman, Zeithaml & Berry (1991). Then, it is translated into Thai because of the consideration that Thai version would ensure the correct understanding of the target respondents as well as clearer to them for the psychological interpretation on the questions. The translated version was proved by Kasetsart University Language Center, as an author was a former student of the university.

Ultimately, Johnson & Sirikit (2002) confirmed the appropriateness of adapting the questionnaire that it is appropriate to base the measurement of services quality with the use of SERVQUAL scale in telecommunications services field. "We can recommend with some confidence the SERVQUAL scale as a starting point for accessing service quality" (Johnson & Sirikit, 2002). Furthermore, the SERVQUAL scale mentioned by Gabbie & O'Neill (1996) while studying service quality in northern Irish hotel sector agree with the appropriateness of the questionnaire.

3.3.1.2d Distribution of Questionnaire

The questionnaire is distributed directly through TrueMove Shops in Bangkok region; with assistance from the company in contact with the authors. The distribution had been taken within seven days during April 24th to 30th; in Thai version.

3.3.2 Secondary Data

Because of the consideration that the full knowledge about the focal company, its parental conglomerate, its position in Thailand mobile operator market should be

implemented in order to best answer the research question, the authors decide to collect all the mentioned data from different reliable sources.

The main ones are through the database of Marketinfo.co.th, TrueMove's official site, and the official site of True Corporation; which is TrueMove's parental company. Other referred-to sources generate the understanding of TrueMove's position in Thailand mobile operator market. They are assured to be reliable by taking from the sites of governmental organization, private companies, renowned business newspaper in Thailand and other related ones.

Further detail about the database of Marketinfo.co.th and the searched through websites could be referred to the former part of Literature Review. For further detail, the full list of reference supports the track of secondary information.

3.4 How to analyze

The data collected after research will be analyzed and presented using descriptive statistics. With the help of Mean & Frequency figures generated through SPSS; Statistical package for social sciences, graphical charts will be used.

Cross tabulation of the data would be conducted to further estimate to visibly come upon prevalent trends.

In addition, Rating Scale will be used to analyze the result of the expectation and perception mean. . The defining of satisfaction towards each aspect of SERQUAL model is done by comparing the Average with Rating Scale setting the interpretation as following.

3.4.1 Rating Scale to Defining the Interpretation

The Average between Opinion is the Most
4.21 – 5.00

The Average between Opinion is at Much

3.41 – 4.20	The Average between	Opinion is Moderate
2.61 – 3.40	The Average between	Opinion is Less.
1.81 – 2.60	The Average between	Opinion is at the Least.
1.00 – 1.80		

Chapter 4: THEORETICAL FRAMEWORK

4.1 Service Quality Gap

The gap model is a useful framework for understanding service quality in an organization. Even though there are several gaps existing between the expectation and real service performance/delivery, the most critical service quality gap to close is the customer gap that is the difference between customer expectations and perceptions.

According to Parasuraman, Berry, and Zeithaml (1991), customers have some expectations towards the quality of service. However, Chakrapani C (1998) stated that 'There is the difference between customer expectations and what the management delivers. Therefore, the perceptions of service served may be different from what expected; as management may fail to deliver what customers want.' Hence, it is important to understand that customer satisfaction stems from the balance somewhere between customers expectations and customers perceptions of service.

As to measure and evaluate customer satisfaction on service, Service Quality Gap is an appropriate means to conduct the research. For customer gap, Zeithaml, Bitner and Gremler (2006) explained that "The customer gap is the difference between customer expectations and perceptions. In order to satisfy the customers, firms need to clear the different customer expectation and make a balance in expectations and perceptions."

Customer Expectations of Service, Customers Perceptions of Service, and Customer Satisfaction are briefly explained as following.

4.1.2 Customer Expectations of Service

According to Zeithaml, Bitner, and Gremler (2006), customer expectations are “beliefs about a service delivery that serve as standard against which performance is done”.

4.1.3 Customers Perceptions of Service

As explained by Parasuraman, Berry, and Zeithaml (1991), the expected service quality may not be answered because of constraints, thus, the perceived service for customers can be different from what expected. They stated that “In short, a variety of factors – resource constraints, market conditions, and/or management indifference may result in discrepancy between management perceptions of consumer expectations and the actual specifications established for a service. This discrepancy is predicted to affect quality perceptions of customers.

4.1.4 Customer Satisfaction of Service

Ultimately, customer satisfaction of service is as Parasuraman, Berry, and Zeithaml (1991) stated “The gap between consumer expectations and the firm’s service quality specifications will affect service quality from the customer’s viewpoint”. Customer satisfactions are stemmed from the balance between what is achieved and what needs to be achieved (Chakrapani, C 1998).

To deliver a high quality of service, service provider needs to close these gaps.

4.2 SERVQUAL Dimensions

According to Parasuraman, Berry, and Zeithaml (1991), “Customer Service Expectations can be categorized into five overall dimensions; reliability, tangibles, responsiveness, assurance, and empathy.” In the same way as customer expectations aspect, customer perceptions of service are explained by Schneider

and White (2004) as “the result of the dimensions”. Hence, the five dimensions are the keys to measure and evaluate expected and perceived service. Each of the dimensions is explained briefly as following.

1) Reliability: the ability to perform the promised service dependably and accurately.

2) Tangibles: the appearance of physical facilities, equipment, personnel, and communication facilities.

3) Responsiveness: the willingness to help customers and provide prompt service.

4) Assurance: the knowledge and courtesy of employees and their ability to convey trust and confidence.

5) Empathy: the caring, individualized attention provided to the customers.

We can also divide the five dimensions into two main categories considering which part of the service they are more involved in; **process** or **outcome**. While reliability dimension is mainly concerned with the service outcome, other dimensions of service are more concerned with the service process. We then can demonstrate the whole dimension of service again here following the two categories discussed above;

Service Outcome

Reliability

Service Process

Tangibles

Responsiveness

Assurance

Empathy

The reliability , in which include the accuracy and dependability determinants of service, can be judged after the service was delivered to customers, but the other dimensions must be judged when the service is being delivered.

Parasuraman (1991) stated that "although reliability is the most important dimension in meeting customer expectations, the process dimensions (especially assurance, responsiveness, and empathy) are most important in exceeding customer expectations". They also state that in their study in 1991 "when we asked our respondents to discuss what companies could do to exceed their expectations, they in variably answered in term of the process dimensions. In general companies are supposed to be accurate and dependable and provide the service they promised to provide, in other words, meeting the reliability dimension. However, to go beyond what is expected and provide the excellence of service to customers, the providers need to "surprise customers with uncommon swiftness, grace, courtesy, competence, commitment, or understanding." (Parasuraman, 1991, p.41-42) That is, in other words, meeting the tangibles, responsiveness, assurance and empathy dimensions.

4.3 Service Quality Measurement

Ghobadian, Speller and Jones (1994, p.49) stated that quality in a service business is a measure of the extent to which the service delivered meets the customer's expectations. The nature of most service is such that the customer is present in the delivery process, which means that the perception of quality is influenced not only by the service outcome but also by the service process. The perceived quality lies along a continuum. Unacceptable quality lies at one end of this continuum, while ideal quality lies at the other end. The points in between represent different degrees of quality. The perceived quality can be represented as:

Perceived Quality (PQ) = Prior Customer Expectations (PCA) + Actual Process Quality (APQ) + Actual Outcome Quality (AOQ)

$$\mathbf{PQ = PCA + APQ + AOQ}$$

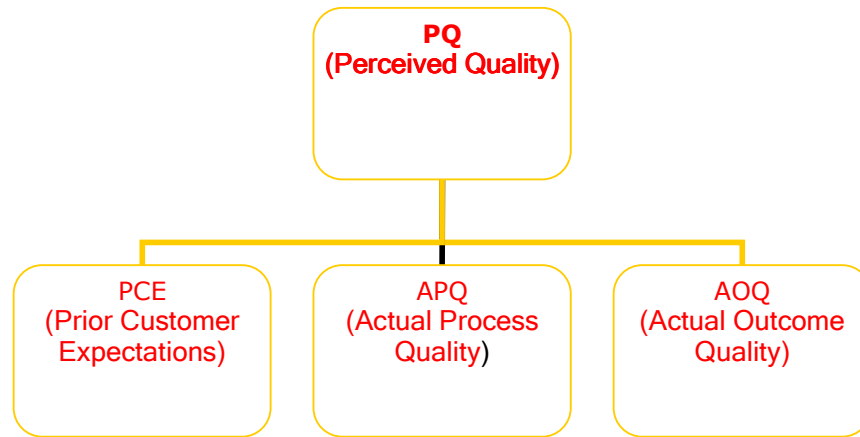


Figure 1: The Three Key Possible Quality Outcome

Source: Ghobadian, Speller & Jones 1994, "Service quality concepts and models", International journal of quality & reliability management", vol.11, no 9, pp. 43-66

"Prior customer expectation" is the image of what will be received when the customer purchases a service. "Actual quality" is the real level of service quality provided, which can be determined and controlled by the service provider. "Perceived quality" is the customer's feeling for the quality of the service. It determines the extent of customer's satisfaction.

The three key possible quality outcome:

From the above equation, the measuring of quality can fall in to three main levels;

1. **Satisfactory quality**, where customer's expectations (**CE**) are exactly met: that is to say , **PCE = PQ**;
2. **Ideal quality**, where perceived quality is higher than customer's expectations: that is to say, **PQ > PCE**;
3. **Unacceptable quality**, where perceive quality is lower than customer's expectations: that is to say, **PQ < PCE**.

4.4 Conceptualization of Theory

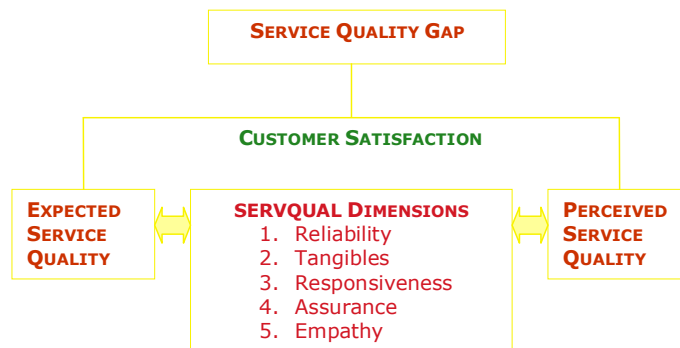


Figure 2: Conceptualization of the Theoretical Framework

Finally, the authors decide to conduct the research of measuring and evaluating customer satisfaction; from customer perspectives, towards TrueMove customer service provided at TrueMove shops within Bangkok region through the framework of Customer Gap and the Five Dimensions of Service. The above model of 'Theoretical Framework of This Research' presents that the Model of Customer Gap is used in this research in the broader sense of measuring customer satisfaction by evaluating the balance between expected service quality and perceived service quality. In order to research on each of the mentioned aspects, the Five Dimensions of Service model is used to see what and how customers expect for the aspects of reliability, tangibles, responsiveness, assurance, and empathy. Likewise, the stated dimensions are to determine the perceptions of service served according to each dimension.

Chapter 5: FINDINGS & ANALYSIS

5.1 Total Respondents

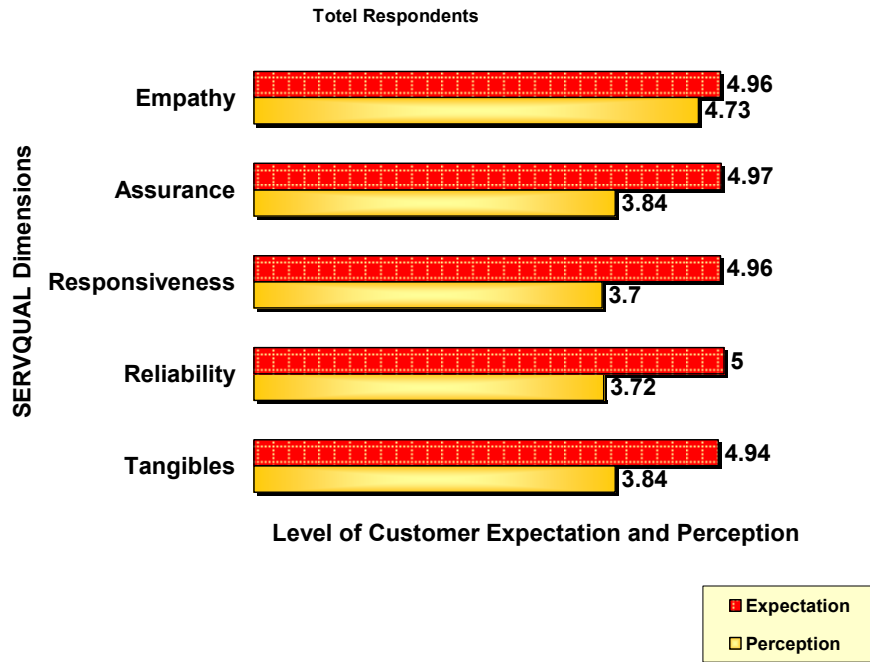


Figure 3: Total Respondents Expectation and Perception

5.1.1 Reliability

For the total respondents, the first priority expected is from Reliability at the mean score of 5. This means that the customers of TrueMove Shops in Bangkok fully expect that the service will be performed dependably and accurately as promised. Further into detail, the SERVQUAL Likert Scale part of the questionnaire distributed reveals that customers appreciate any service to be performed right at the planned time and duration. When customers have any problems, the customers wish for TrueMove Shops' staff to be sympathetic and reassuring in service. In addition, all the records at TrueMove is expected to be kept right at the first time. These expectations, by mean at 5, are so high that they fall to 'the Most' level by the Rating Scale. However, the perception mean of Reliability amounts 3.72; 'Much' level by the Rating Scale. This means that the

expectation mean and perception mean for Reliability rated by total respondents are different by one level by the Rating Scale.

By the lower mean of Reliability perception; compared to its expectation mean; and as defined by the authors that one level of Rating Scale would be considered as one number, this could be used to analyze customer satisfaction by 'the Three Possible Quality Outcome initiated by Speller and Jones (1994, p.50). By the Three Possible Quality Outcome, the result that perception mean is less than expectation mean could be calculated as $PQ < PCE$ - Perceived Quality is less than Prior Customer Expectations. Thus, the result for customer satisfaction towards Reliability could be analyzed as 'unacceptable'.

5.1.2 Assurance

The second priority expected is Assurance. By the information gained from SERVQUAL Likert Scale part of the questionnaire distributed, it is indicated that customers expect staff at TrueMove Shops in Bangkok region to be trustable, polite, and capable to give relevant information to customers. Moreover, customers expect that they could feel safe for their financial transactions. The expectation mean for Assurance is rated at 4.97; 'the Most' by the Rating Scale. Meanwhile, the perception mean for it is rated at 3.84; 'Much' by the Rating Scale. Again the perceived service is rated lower than expected one - by one level of Rating Scale. This could be calculated by Speller & Jones' 'the Three Key Possible Quality Outcome' (1994, p.50) as $PQ < PCE$ - Perceived Quality is less than Prior Customer Expectations. Thus, the result for customer satisfaction towards Assurance could be similarly analyzed as 'unacceptable'.

5.1.3 Empathy

The third priorities expected are equally Empathy and Responsiveness. For Empathy; the customers expect to be personally cared, be individually attentive, be understood with their desire and be set by the policy level as the heart of the organization. Also, the customers expect for TrueMove Shops in Bangkok region to have convenient opening hours suitable for their lifestyle. These explained are expected at expectation mean of 4.96; 'the Most' level by the Rating Scale. Whereas, customer perceive TrueMove Shops' Empathy dimension service at mean 4.73; 'the Most' level by the Rating Scale. By Speller and Jones' 'the Three

Key Possible Quality Outcome' (1994, p.50), this indifference – as they are in the same level of 'the Most' by the Rating Scale – could be calculated as $PCE = PQ$; that is, Prior Customer Expectations are equally answered by Perceived Service Quality. This means that the total respondents rate Empathy dimension service at TrueMove Shops in Bangkok region as 'satisfactory'

5.1.4 Responsiveness

The third priorities expected are equally Empathy and Responsiveness. For Empathy; the customers expect to be personally cared, be individually attentive, be understood with their desire and be set by the policy level as the heart of the organization. Also, the customers expect for TrueMove Shops in Bangkok region to have convenient opening hours suitable for their lifestyle. These explained are expected at expectation mean of 4.96; 'the Most' level by the Rating Scale. Whereas, customer perceive TrueMove Shops' Empathy dimension service at mean 4.73; 'the Most' level by the Rating Scale. By Speller and Jones' 'the Three Key Possible Quality Outcome' (1994, p.50), this indifference – as they are in the same level of 'the Most' by the Rating Scale – could be calculated as $PCE = PQ$; that is, Prior Customer Expectations are equally answered by Perceived Service Quality. This means that the total respondents rate Empathy dimension service at TrueMove Shops in Bangkok region as 'satisfactory'

5.1.5 Tangibles

The last priority is Tangible. Provided by the information gained by the SERVQUAL Likert Scale part from the questionnaire, the customers at TrueMove Shops expect that the shop design, brochure and related material will be visually appealing, the equipment at the office will be modern and up-to-date. The staff at TrueMove Shops, in addition, expected to be in neat and nice clothing. All these explained are expected at mean 4.94; 'the Most' level by the Rating Scale. However, they are perceived at mean 3.84; 'Much' level Rating Scale. The difference of one level Rating Scale can be calculated by Speller and Jones' 'the Three Key Possible Quality Outcome' (1994, p.50) as $PQ < PCE$ - Perceived Quality is less than Prior Customer Expectations. Thus, the result for customer satisfaction towards Assurance could be, like the other dimensions, analyzed as 'unacceptable'.

5.1.6 Conclusion

In conclusion, the total respondents rate almost all SERVQUAL Dimensions of service at TrueMove as 'unacceptable'. These include Reliability; the totally rated as the first preference, Assurance, Responsiveness and Tangible. Only one outstanding dimension rated out as 'satisfactory' is Empathy dimension of service. By this, it could be concluded for the total respondents that management is necessary for the improvement are Reliability, Assurance, Responsiveness and Tangible.

5.2 Cross Tabulation prepaid users

5.2.1 Prepaid Users, Under 20 Year-Old, Female and Male

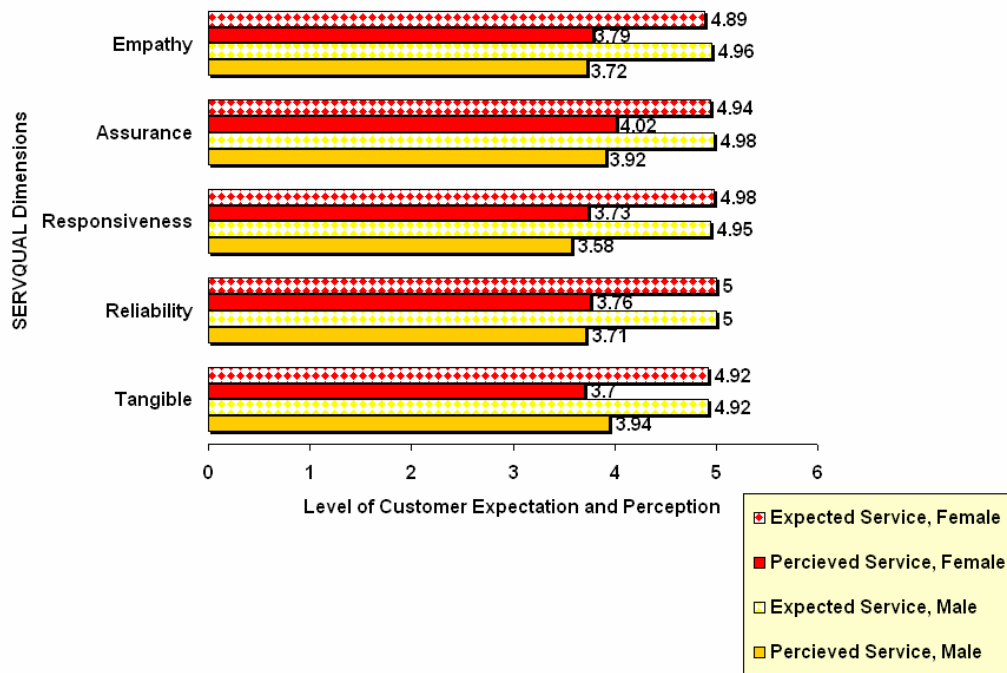


Figure 4: the Expectation and Perception of Prepaid Users, Under 20 Year-Old, Female and Male

For customer satisfaction of the Prepaid respondents, age less than 20 year-old, female and male, their priorities are similar to the one of the total respondent's where Reliability comes first. Anyhow, either or female or male, the customer satisfaction is rated as 'unacceptable'; by expectation mean of 5 – 'the Most' by the Rating Scale and perception mean under 4.2 – 'Much' by the Rating Scale.

Other priorities are similar to what just mentioned; that is, the customer are not yet satisfied. As expectation mean for Responsiveness, Assurance, Tangible, and Empathy are at 'the Most' level by the Rating Scale, while the perception mean for all those mentioned are at 'Much' Level by the Rating Score, this could be calculated as 'unacceptable quality' ; $PQ < PCE$, as explained about 'the Three Key Possible Quality Outcomes' by Speller and Jones (1994).

Hence, for overall picture, the prepaid customers are not yet satisfied by any SERVQUAL Dimensions of the service provided at TrueMove Shops in Bangkok region.

5.2.2 Prepaid Users, Age between 21-30, Female and Male

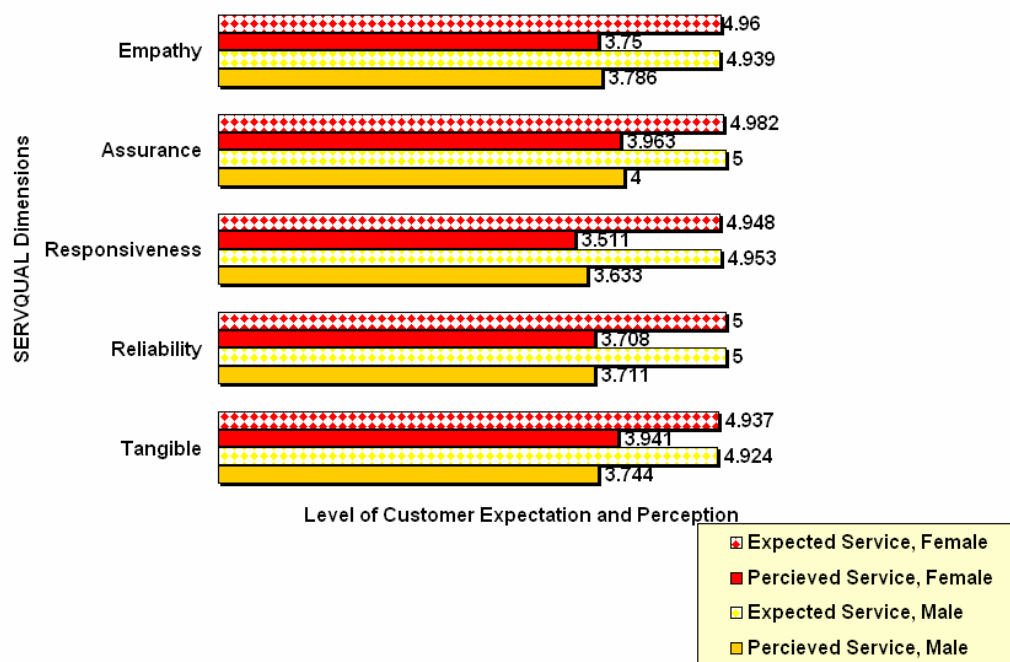


Figure 5: The Expectation and Perception of Prepaid Users, Age between 21-30, Female and Male

As for Prepaid Users, age during 21-30 year-old, both female and male users rate Reliability as their first priority. However, the result from the questionnaire shows that their satisfaction towards Reliability is calculated as 'unacceptable'; as their expectation mean was rated at 5; 'the Most' Level Rating Scale, whereas their perception was rated at under 4.2 mean; 'Much' Level Rating Scale.

For the other SERVQUAL Dimensions including Assurance, Empathy, Responsiveness, and Tangible, both male and female rated their mean score for the expectation at 'the Most' Rating Scale. Meanwhile, they both score their perception towards the mentioned dimensions at the 'Much' Level Rating Scale. As the expectation is higher than their perception; $PQ < PCE$; as defined by 'the Three Key Possible Outcomes' of Speller and Jones (1994, p.50), customer expectation towards all mentioned aspects are 'unacceptable'.

In conclusion, both female and male users, age during 21-30 year-old of prepaid service are not yet satisfied with the service at TrueMove Shops in Bangkok region as they expected. Furthermore, female sets 'Responsiveness' earlier in their priority while male places 'Empathy' earlier in their priority.

5.2.3 Prepaid Users, Age between 31-40, Female and Male

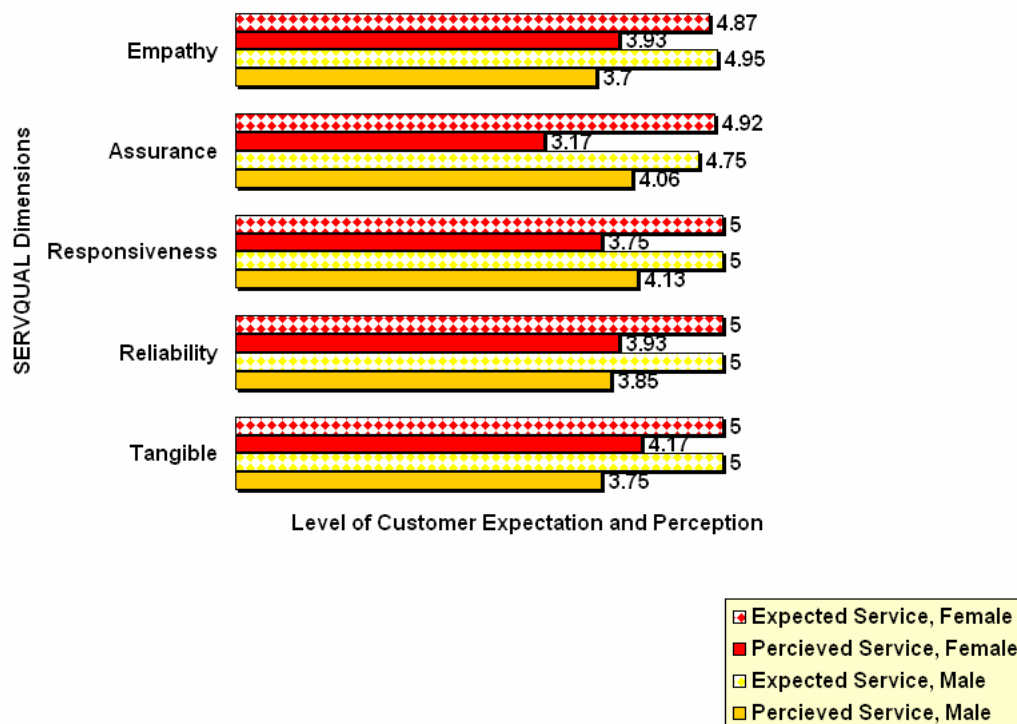


Figure 6: The Expectation and Perception of Prepaid Users, Age between 31-40, Female and Male

For Prepaid customers age during 31-40 year-old, female and male, they, similar to the former groups of customers, rate Reliability as their first priority with expectation mean; both gender, full at 5, and perception mean 3.933, for female,

and 3.85, for male. As seen, the perception man falls to the 'Much' Level Rating Scale. As this can be calculated as $PQ < PCE$; as defined about 'the the Three Key Possible Quality Outcomes' by Speller and Jones (1994, p.50), it can be concluded that customer satisfaction is at 'unacceptable'.

Likewise, the other dimensions including Responsiveness, Tangible, Assurance, and Empathy could be analyzed; as numerical data presented by the graph above, as 'unacceptable'; given that the mean score of expectation versus perception could be calculated as $PQ < PCE$.

Consequently, the result of this group of customers repeats the same priority of the total respondents and the former group.

5.2.4 Prepaid Users, Age between 41-50, Female and Male

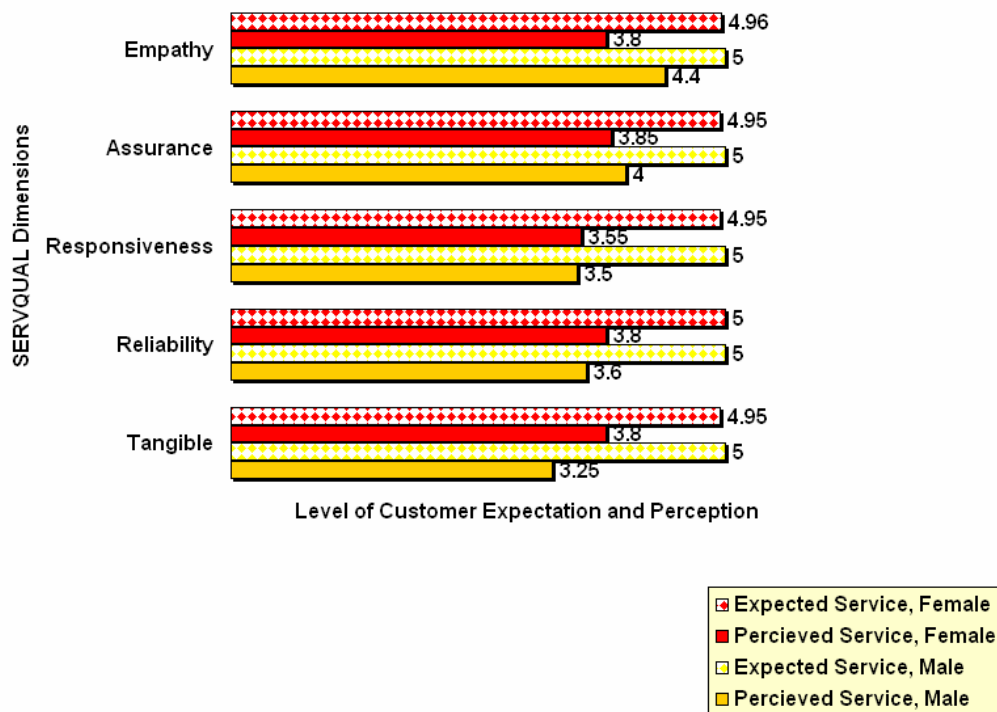


Figure 7: The Expectation and Perception of Prepaid Users, Age between 41-50, Female and Male

Reliability, again, is rated as 'unacceptable' or, in other words, 'unsatisfied'. According to 'the Three Key Possible Quality Outcomes' defined by Speller and Jones (1994, p.50), this can be calculated as 'unacceptable'. The expectation

score fall at 5; 'the Most' Level by the Rating Scale, is higher than the perception mean of 3.933, for female, and 3.85, for male; the 'Much' Level Rating Scale.

What is very outstanding for this group of customers is that the expectation mean for all other dimensions of Empathy, Responsiveness, Tangible, and Assurance are rated full at 5. Somehow; specifically for Responsiveness, Tangible, Assurance, the expectation mean are at 'the Most' level by the Rating Scale while the mean score are at the 'Much' Rating Scale level, while mean score are at the 'Much' Rating Scale level. Therefore, for those dimensions, the customers are satisfied at 'unacceptable' level; defined by 'the Three Key Possible Quality Outcomes' initiated by Speller and Jones (1994, p.50).

The overall picture of this group, hence, has similar priority as well as satisfaction level similar to all the former groups. The different and outstanding aspect is that male customers of this group 'are satisfied' with Empathy Dimension of this group. With expectation mean at 5; 'the Most' level by the Rating Scale, and perception mean at 4.4; also 'the Most' level of the Rating Scale; PCE = PQ; as defined about 'the Three Key Possible Quality Outcomes' by Speller and Jones (1994, p.50)

5.2.5 Prepaid Users, Age over 50 Year, Female and Male

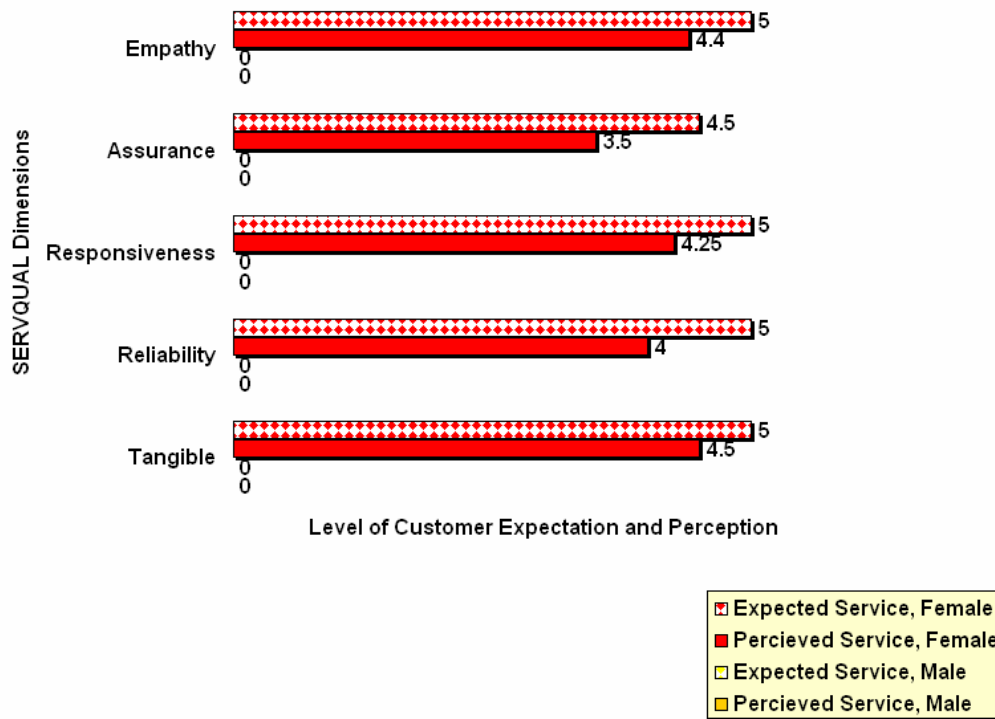


Figure 8: The Expectation and Perception of Prepaid Users, Age over 50 Year-Old, Female and Male

For Prepaid Customers, age over 50 year-old, there is no male respondent for this group*

As for female customers, Reliability, similar to all former groups, is rated as the first priority. Anyhow, customers are not yet satisfied as they rate their satisfaction as 'unacceptable'; that is' $PQ < PCE$, as explained about 'the Three Key Possible Quality Outcomes' by Speller and Jones (1994). Into clearer detail, their expectation mean is rated full at 5; 'the Most' level by the Rating Scale, while the perception mean is rated 4; 'Much' Rating Scale.

For the other aspects, female customers of this group expect the fullest at expectation mean 5 for Responsiveness, Tangible and Empathy, and 4.5 from Assurance. However, the perception mean for Responsiveness, Tangible, and Assurance are all rated lower than 4.2. This makes them all fall to 'Much' level of the Rating Scale whereas their expectation mean is at 'the Most' level. Hence, the result for these dimensions are 'unacceptable' quality for customer satisfaction as

can be calculated for 'the Three Key Possible Outcomes' of Speller and Jones (1994) as $PQ < PCE$.

After all, the customer satisfaction for almost all the SERVQUAL Dimensions for female customers, age over 50 year-old, which use prepaid service system, is 'unacceptable'. The only exception is the dimension of Empathy. For this, they expect as high as 5; 'the Most' level Rating Scale. Yet, their perception mean scored is as high as 4.4; also 'the Most' level by the Rating Scale. Ultimately, this can be calculated by 'the Three Key Possible Outcomes' of Speller and Jones (1994) as $PCE = PQ$; which means the service quality is 'satisfactory'.

5.3 Cross Tabulation postpaid users

5.3.1 Postpaid Users, Age under 20, Female and Male

There is no respondent in this category

5.3.2 Postpaid Users, Age between 21-30, Female and male

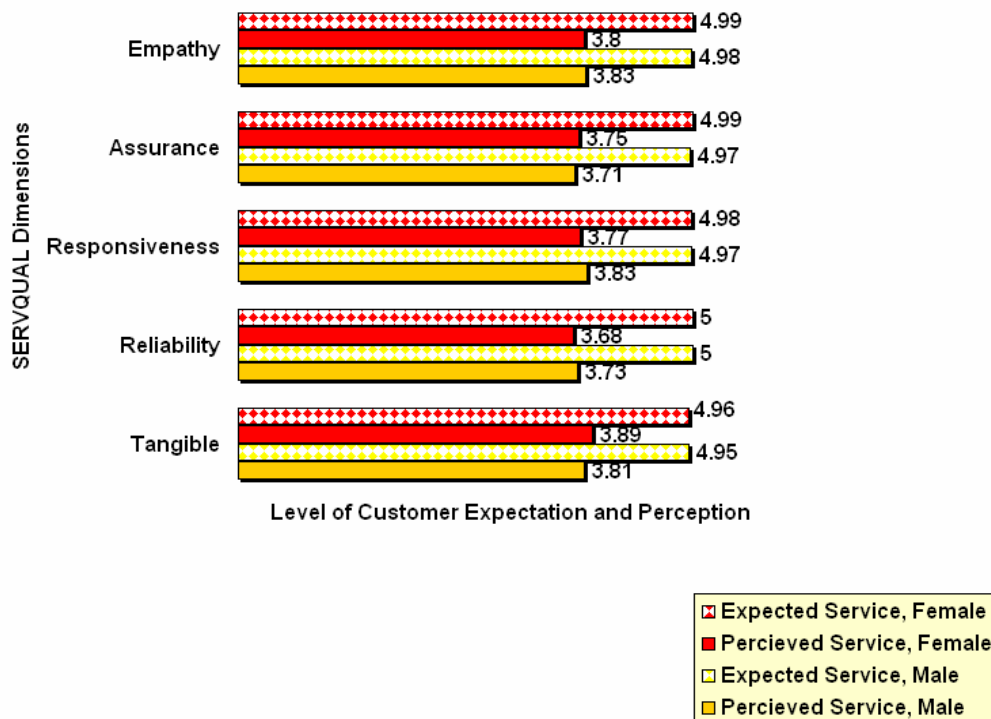


Figure 9: The Expectation and Perception of Postpaid Users, Age between 21-30, Female and male

For Postpaid users, age 21-30 year-old, both female and male users rate Reliability as their first priority. The result resembles the total population. Moreover, the result shows that their satisfaction towards this dimension is calculated as 'unacceptable': as their expectation mean score was rate at 5, which fall into 'the most' level rating scale, whereas their perception was rated at 3.686 for female and 3.734 for male that fall into the 'much' level rating score.

For the other service quality dimensions including Assurance, empathy, responsiveness, and Tangible, both male and female rated their mean score for the expectation at 'the most' rating scale. Meanwhile, they both score their perception towards the mentioned dimensions at the 'much' level. As the expectation is higher than their perception; $PCE > PQ$, by speller and Jones (1994), customer expectation towards all mention aspects are 'unacceptable'.

Consequently, both female and male postpaid customers, age 21-30, are not fully satisfied with the service at TrueMove shops. It is remarkable that, for both male and female, the respondents is dissatisfy with Empathy dimension of service, in which contrast to the result for all respondents.

5.3.3 Postpaid Users, Age 31-40, Female and Male

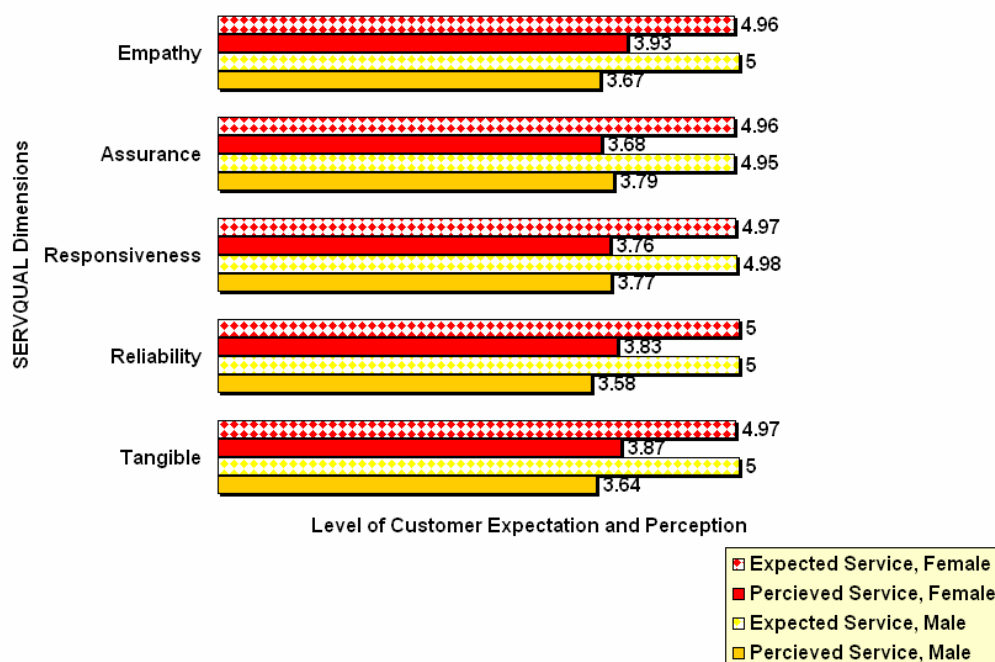


Figure 10: The Expectation and Perception of Postpaid Users, Age between 31-40, Female and Male

The result for postpaid users, age between 31-40 also similar to the total respondent in term of first priority, in which Reliability rank as first rank above all service dimensions. Furthermore, the result shows that their satisfaction towards this dimension is calculated as 'unacceptable': as their expectation mean score was rate at 5, which fall into 'the most' level rating scale, whereas their perception was rated at 3.832 for female and 3.582 for male that fall into the 'much' level rating score. So the reliability is rated as 'unacceptable' or, in other words, 'unsatisfied'; $PQ < PCE$, according to 'the Three Key Possible Quality Outcomes' defined by Speller and Jones (1994, p.50), It is also remarkable that the male users perceive service is quit lower than female (3.832-3.582 =0.25 different score)

Similarly, the other four dimensions; empathy, tangible, responsiveness, and assurance, are also fall in to the 'unacceptable' quality; $PQ < PCE$. In details, all expected scores in likert scale were ranked between 4.955-5, which mean 'the most' level Rating Scale, while the perceived scores were ranked between 3.582-3.926, which mean the 'much' level Rating Scale.

Nevertheless, both female and male in this group rank those four SERVQUAL dimensions in totally different order. While male users expect Empathy and Tangible of service in first rank as Reliability by score 5, follow by Responsiveness and Assurance at score 4.977 and 4.955, female users expect Empathy at the last priority at 4.958 in likert scale and expect more in Tangible and Responsiveness in the same level at 4.974 and Assurance at 4.961. More or less, Both male and female is this age still have high expectation toward TrueMove customer service at all expected scale higher than 4.95 which fall into 'Most' level of expectation and not any of the five service dimensions can fulfill customer expected quality, as all the perceive quality score fall into the 'Much' rating scale, which mean "unacceptable quality"; $PQ < PCE$.

Truemove customer's service managements should pay attention in to this group because the result show that both service outcome (Reliability) and service process (Tangible, Responsiveness, Assurance, Empathy). Which mean the postpaid customers age between 31-40 perceive the 'unacceptable' quality , not only when the service is being delivered but also after the service was delivered to them, which mean all the progress of service delivery was fail, at least in customers' perception. Moreover, as the two gender rank almost service dimensions in different order, these customer will be the sensitive group who

have variety needs and perceptions and should be specially treated by the company to keep them satisfy and loyal.

5.3.4 Postpaid Users, Age 41-50, Female and Male

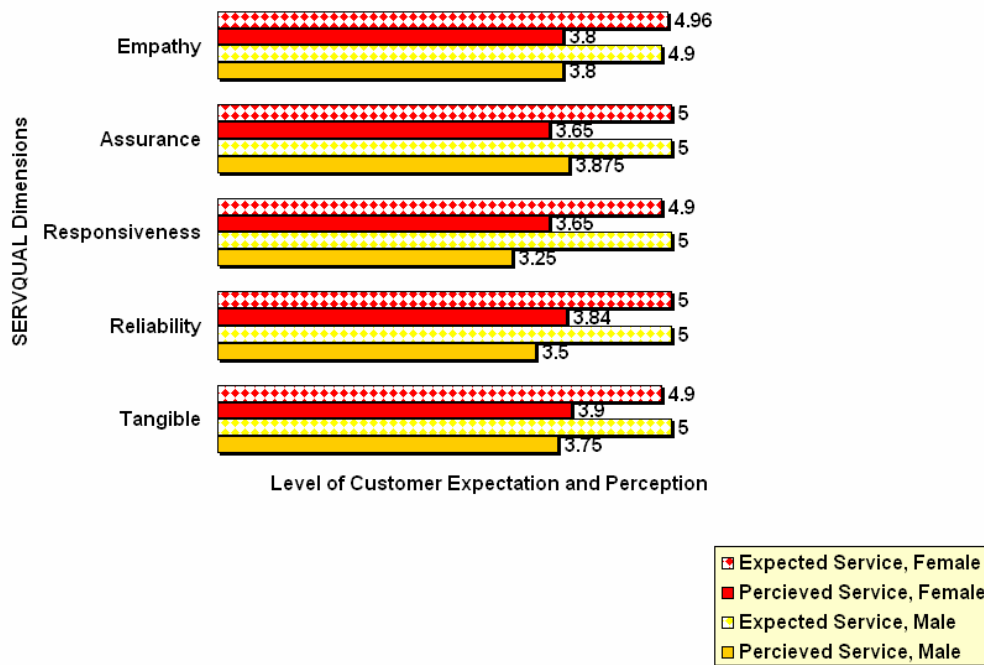


Figure 11: The Expectation and Perception of Postpaid Users, Age between 41-50, Female and Male

Reliability resembles its same rank in this customers group, with considerable gap between expected and perceived quality, like the above groups of ages 31-40. To explain, the expectation score fall at 5; 'the Most' Level by the Rating Scale, is higher than the perception mean of 3.84, for female, and 3.5, for male; the 'Much' Level Rating Scale. That means Reliability, again, is rated as 'unacceptable' or, in other words, 'unsatisfied'. According to the Three Key Possible Quality Outcomes, defined by Speller and Jones (1994, p.50); $PQ < PCE$.

For the users age 41-50 in postpaid system, the first priority is Reliability and Assurance for both female and male at the likert scale 5. For the male users the other two dimensions; Responsiveness and Tangible are also being first rank at the same scale; 5. Moreover, the last service dimension, Empathy, also be expected in high level at score 4.9 or male and 4.96 for female. It means all service dimensions have been expected at the 'most' level by our standard rating scale whereas all perceived service dimensions are fall in to 'much' level. It is

remarkable that in the Responsiveness dimension, the perceived quality even fall lower in to 'moderate' level by licker scale 3.25, which show larger gap or more 'unacceptable' level;PQ<PCE; as defined by Spender and Jones (1994)

For the whole picture, postpaid customers in this age group have high expectation in almost every service dimensions while none of the perceived service facets have been reach their expectation. Like the group of age 31-40 as described above, all service progress failed to satisfy the customers, but with more expectations and less satisfy showing by larger gap between expected and perceived quality, the postpaid customers ages 41-50 should feel more disappointed for Truemove service than others group of respondents.

5.3.5 Postpaid, Over 50 years old, Female and Male

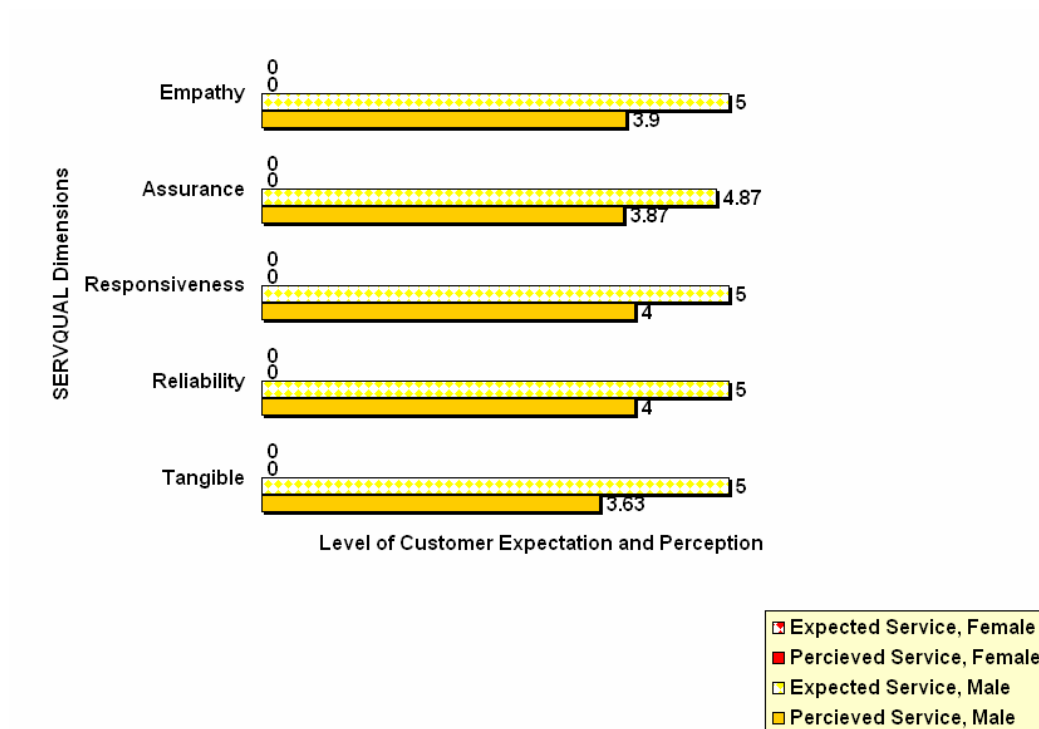


Figure 12: The Expectation and Perception of Postpaid Users, over 50 Year-Old, Female and Male

There is no female respondent in this age, payment systems group*

The result for postpaid user, age over 50, male, also resembles mostly the same as male postpaid users age 41-50. The user's ranks almost service dimensions at

full likert scale, 5, in term of expectation. Only Assurance dimension have been expected a little bit lower at 4.875 which also mean the 'most' level in rating scale. The perceive quality also less than each expectation and fall into 'much' level in rating scale. Reliability, likewise Responsiveness, Empathy and Tangible, is rated as 'unacceptable' or, in other words, 'unsatisfied'; $PQ < PCE$. According to 'the Three Key Possible Quality Outcomes' defined by Speller and Jones (1994, p.50)

Nevertheless, the users perceive quality in term of Tangible is rated at 3.6. Compared with others perceived service dimensions at 3.875- 4 likert scale. Which mean the Tangible dimension of service, in detail; the appearance of physical facilities, equipment, personnel, and communication facilities, should be more focus or improve by the company for this special age groups.

It is remarkable that the older the customers, the more expectation will be ranked for TrueMove customer service.

5.4 Importance of SERVQUAL dimension

The data gathered from the third part of questionnaire could not been fully retrieved by authors because the TrueMove management and customers considered it non obligatory, leaving it to a choice matter therefore resulting in incomplete data which could not be analyzed given the constraints of distance and time.

5.5 Conclusion of Findings & Analysis for Management Application

All the results of cross tabulation point out that reliability regardless of age group and method of service payment i.e. prepaid or postpaid is regarded as the most important service dimension however the difference between expectation and perception levels of reliability increases with the age factor which means that the more older customers are the more service they expect, postpaid customers show even a higher level of dissatisfaction towards reliability exhibiting a greater difference than prepaid customers which goes to show that they expect more out of their money.

Another marked service aspect is empathy which male's above 30s demands more. The prepaid customers age 41-50 and age 50 and above are the only group of customers who are satisfied with empathy aspect of the service.

With increasing age both males and females either postpaid or prepaid customers demand more out of all the other service aspects as well. The Postpaid customers however have a much greater difference between expectations and perception levels than prepaid customers. Postpaid customers aged 41-50 are the least satisfied customers with the most difference in expectations and perceptions while one marked fact being that responsiveness in this group of customers has the greatest difference meaning a very high dissatisfaction level in this respect.

Chapter 6: CONCLUSION

Investigating customer satisfaction towards TrueMove Customer Service Provided at TrueMove Shops in Bangkok region, through the framework of SERVQUAL model as to measure GAP 5; which is used to determine the gap between the customers' expectation towards service and the actual perception of service received, the authors had conducted questionnaire to customers at TrueMove Shops in Bangkok region in order to find out the result of satisfaction measurement aimed to research.

By the result of the questionnaire, analyzed by SPSS, it can be concluded that customer service of TrueMove Shops in Bangkok regions cannot meet the expectation of its customers yet. As pointed out by the Rating Scale to analyze, the Expectation mean always reach at 'the Most' level in the Rating Scale; meanwhile, the actual perceived service mean is averagely in the 'Much' level of the Rating Scale. This means that there is an obvious gap between the service expected and the actual service perceived.

The results from the total respondents confirm the stated gap in accordance with the later parts of respondents grouped by gender, age, and payment system, that all respondents of TrueMove shops expect the most, as their first priority from Reliability. However, the Perception mean of the Reliability is still rated only at the average of 3.8-3.9 Perception mean; showing clearly that Reliability, which should be taken care of as the first priority is not yet well managed. By the result, it means that customers are not assured with the trustworthy and dependability of the customer service provided at TrueMove Shops.

The other SERVQUAL aspects of Assurance, Responsiveness, Empathy, and Tangible are almost equally important, as the Expectation mean of all present the very close number; only one or two decimal points different. However, of them all, the Perception mean are at 3 with the late decimal points. This means that the satisfaction towards the actual perceived service do not yet reach 'the Most' level in the Rating Scale; thus, balancing the service expected. This, therefore, is the gap that customer services at TrueMove Shops in Bangkok region still fail to implement. Chapter Six: Recommendation.

Chapter 7: RECOMMENDATIONS

7.1 Bring about reliability in systems and routines

As the findings suggest that regardless of age and gender of customers, nearly all of them put reliability highest on agenda, the reasons for this choice need to be investigated thoroughly because it could be linked to overall market confusion or dissonance the customers feel with telecom operators or with the amount of mind boggling and confusing offers and regulations associated with those offers and packages , however we can only speculate about the reasons unless proven true through further research.

Truemove can improve reliability by bringing about systems change, making day to day routines and tasks more uniform and transparent for its customers, so that customers know what they are getting is fair and reliable because any fluctuations in services cause reliability damage.

The routines could be made systematic so that the staff can easily grasp the true essence of service and try to implement it uniformly when they are faced with varying situations. Reliability dwindles when staff doesn't know what to do in unforeseen or unique situations therefore systematic easy routines could help staff to deal with those situations amicably or perhaps involve the help of other staff in cases of extreme ambiguity.

7.2 Educate, train and equip the employees with knowledge and instill passion about service

For almost all the other aspects of service quality except tangibles, which customers have high on agenda are all directly related to the staff behavior. Staff might lack proper knowledge, communication skills, or willingness to help in giving prompt service. This problem needs to be eradicated with the help of proper knowledge dissemination among all the staff at TrueMove.

Modern organizations conduct group activities to increase cohesiveness among employees and to increase their wellbeing and instill passion about their company, a series of workshop sessions can be conducted where the staff can be taught in some basic skills that can serve as reliable signal of service at TrueMove. TrueMove service ideals need to be defined and implemented uniformly across all its shops to assure quality in service offering.

7.3 Special customer groups require special service

As we have seen from our study that one special group of customers expects higher quality services, those being older people. While younger people want the service more to be reliable than to be empathetic, the TrueMove shop can focus on older generation of people by giving them empathetic service quality especially since they care not technology savvy. While the load of service can be decreased by having more self service booths or touch screen panels installed for younger generation of customers who might see it as an improvement in the reliability of services.

However one thing that needs to be studied is the focus of TrueMove strategy and their customer segmentation. Only TrueMove can decide who their prime customers are. It might be that TrueMove sees older customers to be of less important.

Another group of customers who are the most dissatisfied are 41-50 year old postpaid customers, and the whole bunch of postpaid customers who are relatively more dissatisfied than prepaid customers. Management can take steps to improve service while dealing with postpaid customers, giving them special service or treatment or introducing incentives for them might make them feel better cared for and give them value for their money.

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APPENDIX

Appendix A: Questionnaire

I. English Version Questionnaire

TrueMove Questionnaire

Part I.

1. Gender
 Male Female

2. Age
 Less than 20 21-30
 31-40 41-50
 More than 50
3. Which payment method do you use?
 Pre-paid Post-paid

4. How often have you go to true move shop?
 Less than 1 time /month 1-2 times / month
 3-4 times / month Others, please identify.....

5. Which services do you use at true shop? (the answers can be more than 1)
 Buying SIM card Changing promotion
 Changing mobile number Buying mobile credit refill card
 Service payment Asking for service advice
 Others, please identify.....

Part II.

SERVICE EXPECTATION:

Please give your score based on your service expectation at TrueMove shop. 1 means you strongly agree with the statement whereas 5 means you strongly disagree with the statement.

No.	Questions	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
1	TrueMove Shop looks fresh and modern	5	4	3	2	1
2	The office and surroundings of TrueMove Shop are visually appealing	5	4	3	2	1

3	The employees of TrueMove Shop appear in neat and nice clothing	5	4	3	2	1
4	The brochures and related materials at TrueMove Shop are visually appealing	5	4	3	2	1
5	When TrueMove promises to do something by a certain time, they will do so	5	4	3	2	1
6	When a customer has a problem TrueMove shows sincere interest in solving it	5	4	3	2	1
7	TrueMove Shop performs the service right at first time	5	4	3	2	1
8	TrueMove Shop provide their services at the time they promise to do so	5	4	3	2	1
9	TrueMove insists on error free records	5	4	3	2	1
10	Employees of the TrueMove Shop tell customers exactly when services will be performed	5	4	3	2	1
11	Employees of TrueMove Shop give prompt service to their customers	5	4	3	2	1
12	Employees of TrueMove Shop always are willing to help customers	5	4	3	2	1
13	Employees at TrueMove Shop never are too busy to respond to customer requests	5	4	3	2	1
14	The behavior of the employees at TrueMove Shop transcends confidence in customers	5	4	3	2	1
15	Customers of TrueMove Shop feel safe in their transactions	5	4	3	2	1
16	Employees at TrueMove Shop are continuously courteous with customers	5	4	3	2	1
17	Employees at TrueMove Shop have the knowledge to answer the customers questions	5	4	3	2	1
18	TrueMove Shop gives individual attention to their customers	5	4	3	2	1
19	TrueMove Shop have operating hours convenient to all their customers	5	4	3	2	1
20	TrueMove Shop have employees who give personal attention to customers	5	4	3	2	1
21	TrueMove Shop have customers best interests at heart	5	4	3	2	1
22	Employees of the TrueMove Shop understand the specific needs of their customers	5	4	3	2	1

Part III.

SERVICE RECEIVED:

Please give your score based on your service expectation at TrueMove shop. 1 means you strongly agree with the statement whereas 5 means you strongly disagree with the statement.

Please give your score based on service you received at TrueMove customer service centers. 1 means you strongly agree with the statement whereas 5 means you strongly disagree with the statement.

No.	Questions	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
1	TrueMove Shop looks fresh and modern	5	4	3	2	1
2	The office and surroundings of TrueMove Shop are visually appealing	5	4	3	2	1
3	The employees of TrueMove Shop appear in neat and nice clothing	5	4	3	2	1
4	The brochures and related materials at TrueMove Shop are visually appealing	5	4	3	2	1
5	When TrueMove promises to do something by a certain time, they will do so	5	4	3	2	1
6	When a customer has a problem TrueMove shows sincere interest in solving it	5	4	3	2	1
7	TrueMove Shop performs the service right at first time	5	4	3	2	1
8	TrueMove Shop provide their services at the time they promise to do so	5	4	3	2	1
9	TrueMove insists on error free records	5	4	3	2	1
10	Employees of the TrueMove Shop tell customers exactly when services will be performed	5	4	3	2	1
11	Employees of TrueMove Shop give prompt service to their customers	5	4	3	2	1
12	Employees of TrueMove Shop always are willing to help customers	5	4	3	2	1
13	Employees at TrueMove Shop never are too busy to respond to customer requests	5	4	3	2	1
14	The behavior of the employees at TrueMove Shop transcends confidence in customers	5	4	3	2	1

15	Customers of TrueMove feel safe in their transactions	5	4	3	2	1
16	Employees at TrueMove Shop are continuously courteous with customers	5	4	3	2	1
17	Employees at TrueMove Shop have the knowledge to answer the customers questions	5	4	3	2	1
18	TrueMove Shop gives individual attention to their customers	5	4	3	2	1
19	TrueMove Shop have operating hours convenient to all their customers	5	4	3	2	1
20	TrueMove Shop have employees who give personal attention to customers	5	4	3	2	1
21	TrueMove Shop have customers best interests at heart	5	4	3	2	1
22	Employees of the TrueMove Shop understand the specific needs of their customers	5	4	3	2	1

Part IV.

Listed below are five features pertaining to True customer service centre and the service they offer. We would like to know how important each of these features is to you when you evaluate the service offered TrueMove customer service centre. Please prioritize those five features according to their important in your opinion.

	1.The appearance of the TrueMove’s physical facilities, equipment, personnel and communication materials
	2. The TrueMove’s ability to perform the promised service dependably and accurately.
	3. The TrueMove’s willingness to help customers and provide a prompt service.
	4. The knowledge and courtesy of the TrueMove personnel and their ability to convey trust and confidence.
	5. The caring, individualized attention TrueMove provides its customers.

II. Thai Version Questionnaire

แบบสอบถาม

ความพึงพอใจของลูกค้าที่ใช้บริการจากทรูมูฟซ้อป

ส่วนที่ 1

กรุณาตอบคำถามต่อไปนี้

1. เพศ

ชาย

หญิง

2. อายุ

ต่ำกว่า 20 ปี

21-30 ปี

31-40 ปี

41-50 ปี

มากกว่า 50 ปี

3. ท่านเป็นลูกค้าในระบบจ่ายค่าบริการแบบใด

ระบบเติมเงิน (พรีเพด)

ระบบจดทะเบียน (

โพสต์เพด)

4. ท่านใช้บริการที่ทรูมูฟซ้อปบ่อยเพียงใด

น้อยกว่า 1 ครั้ง / เดือน

1-2 ครั้ง / เดือน

3-4 ครั้ง / เดือน

อื่นๆ

โปรดระบุ.....

5. ท่านใช้บริการใดที่ทรูมูฟซ้อป (สามารถตอบได้มากกว่า 1 ข้อ)

ช้อปซิมการ์ด

เปลี่ยนโปรโมชัน

เปลี่ยนเบอร์โทรศัพท์

ช้อปบัตรเติมเงิน

ชำระค่าบริการ

ขอรับแนะนำในการใช้บริการ

อื่นๆ โปรดระบุ.....

ส่วนที่ 2 ความคาดหวังในการบริการของร้านทรูมูฟซ้อป

ให้ท่านเลือกความคาดหวังในการบริการของร้านทรูมูฟซ้อป
ที่มีผลต่อความพึงพอใจในการที่ท่านจะเข้ารับบริการในร้านทรูมูฟซ้อปที่ตรงกับ
ความคิดเห็นของท่าน โดยแสดงเครื่องหมาย ✓
ลงในช่องที่ท่านมีความคาดหวังมากที่สุด

ความคาดหวัง	ระดับความพึงพอใจ
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ในการเข้ารับบริการที่ร้านทรูฟซ้อป	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1. อุปกรณ์เครื่องใช้ที่ทรูฟซ้อปควรมีความทันสมัย	(5)	(4)	(3)	(2)	(1)
2. การออกแบบภายในของทรูฟซ้อปรวมถึงบริเวณแวดล้อมควรมีความสวยงามดึงดูดสายตา	(5)	(4)	(3)	(2)	(1)
3. พนักงานทรูฟซ้อปควรสวมใส่เครื่องแต่งกาย ที่ประณีตและเหมาะสม	(5)	(4)	(3)	(2)	(1)
4. แผ่นพับ โปสเตอร์ และเอกสารอื่นๆที่ ทรูฟซ้อป ควรมีความสวยงามดึงดูดสายตา	(5)	(4)	(3)	(2)	(1)
5. ทรูฟซ้อปควรมีความสามารถให้บริการลูกค้า ได้อย่างดีตามที่วิสัยทัศน์ของบริษัทที่ได้วางไว้เกี่ยวกับการดูแลลูกค้า	(5)	(4)	(3)	(2)	(1)
6. เมื่อลูกค้าเกิดปัญหา ทรูฟซ้อปควรมีให้บริการอย่างดีเยี่ยม ด้วยการแสดงความสนใจอย่างจริงใจที่จะแก้ไขปัญหา	(5)	(4)	(3)	(2)	(1)
7. ทรูฟซ้อปควรมีความสามารถสร้างความประทับใจนับแต่ครั้งแรกของการใช้บริการ	(5)	(4)	(3)	(2)	(1)
8. การบริการที่ทรูฟซ้อปควรมีความตรงต่อเวลา	(5)	(4)	(3)	(2)	(1)
9. ระบบบันทึกข้อมูลของทรูฟซ้อปควรมีความถูกต้องเที่ยงตรงเสมอ	(5)	(4)	(3)	(2)	(1)
10 พนักงานทรูฟซ้อปควรมีความสามารถแจ้งลูกค้าทราบถึงคิวและกำหนดเวลาให้บริการที่ชัดเจน	(5)	(4)	(3)	(2)	(1)
11. พนักงานทรูฟซ้อปควรมีให้บริการลูกค้าอย่างรวดเร็วทันใจ	(5)	(4)	(3)	(2)	(1)
ความคาดหวังในการเข้ารับบริการที่ร้านทรูฟซ้อป	ระดับความพึงพอใจ				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
12. พนักงานทรูฟซ้อปควรมีแสดงออกถึงความ	(5)	(4)	(3)	(2)	(1)

เต็มใจในการดูแลลูกค้าอยู่เสมอ					
13. ไม่วางงานยุ่งแค่วันไหน พนักงานทรมูฟซ้อป ควรพร้อมตอบสนองความต้องการของลูกค้าเสมอ	(5)	(4)	(3)	(2)	(1)
14. การบริการของพนักงานทรมูฟซ้อปควรสร้างความไว้วางใจและเชื่อมั่นแก่ลูกค้า	(5)	(4)	(3)	(2)	(1)
15. ลูกค้าควรรู้สึกปลอดภัยต่อการจับจ่ายและชำระเงินที่ทรมูฟซ้อปทุกครั้ง	(5)	(4)	(3)	(2)	(1)
16. พนักงานทรมูฟซ้อปควรให้บริการอย่างสุภาพ	(5)	(4)	(3)	(2)	(1)
17. พนักงานทรมูฟซ้อปควรมีความรู้เกี่ยวกับบริการและผลิตภัณฑ์อย่างดีเพื่อตอบคำถามจากลูกค้า	(5)	(4)	(3)	(2)	(1)
18. การบริการของทรมูฟซ้อปควรแสดงถึงความใส่ใจในตัวลูกค้าแต่ละคนอย่างดี	(5)	(4)	(3)	(2)	(1)
19. การบริการของทรมูฟซ้อปควรแสดงถึงความใส่ใจในปัจจัยเฉพาะตัวของลูกค้าแต่ละคนอย่างดี	(5)	(4)	(3)	(2)	(1)
20. เวลาเปิดทำการของทรมูฟซ้อปควรเป็นช่วงเวลาที่เหมาะสมต่อความสะดวกของลูกค้า	(5)	(4)	(3)	(2)	(1)
21. บริการของทรมูฟซ้อปควรให้ความสำคัญแก่ลูกค้าเป็นอันดับหนึ่ง	(5)	(4)	(3)	(2)	(1)
22. พนักงานทรมูฟซ้อปควรเข้าใจความต้องการเฉพาะตัวของลูกค้าแต่ละคน	(5)	(4)	(3)	(2)	(1)

ส่วนที่ 3 ความพึงพอใจต่อบริการที่ได้รับจากร้านทรูฟซ้อป

แสดงเครื่องหมาย

ลงในช่องที่ตรงกับความพึงพอใจมากที่สุดของท่านที่ได้รับบริการจากร้านทรูฟซ้อป



ร้านทรูฟซ้อป	ระดับความพึงพอใจ				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1. อุปกรณ์เครื่องใช้ที่ทรูฟซ้อปมีความทันสมัย	(5)	(4)	(3)	(2)	(1)
2. การออกแบบภายในของทรูฟซ้อปรวมถึงบริเวณแวดล้อมมีความสวยงามดึงดูดสายตา	(5)	(4)	(3)	(2)	(1)
3. พนักงานทรูฟซ้อปสวมใส่เครื่องแต่งกายที่ประณีตและเหมาะสม	(5)	(4)	(3)	(2)	(1)
4. แผ่นพับ โบปลิวิ และเอกสารอื่นๆที่ ทรูฟซ้อป มีความสวยงามดึงดูดสายตา	(5)	(4)	(3)	(2)	(1)
5. ทรูฟซ้อปสามารถให้บริการลูกค้าได้อย่างดีตามที่วิสัยทัศน์ของบริษัทที่ได้วางไว้เกี่ยวกับการดูแลลูกค้า	(5)	(4)	(3)	(2)	(1)
6. เมื่อลูกค้าเกิดปัญหา ทรูฟซ้อปสามารถให้บริการอย่างดีเยี่ยมด้วยการแสดงความสนใจอย่างจริงใจที่จะแก้ไขปัญหา	(5)	(4)	(3)	(2)	(1)
7. ทรูฟซ้อปสามารถสร้างความประทับใจนับแต่ครั้งแรกของการใช้บริการ	(5)	(4)	(3)	(2)	(1)
8. การบริการที่ทรูฟซ้อปมีความตรงต่อเวลา	(5)	(4)	(3)	(2)	(1)
9. ระบบบันทึกข้อมูลของทรูฟซ้อปมีความถูกต้องเที่ยงตรงเสมอ	(5)	(4)	(3)	(2)	(1)
10. พนักงานทรูฟซ้อปสามารถแจ้งลูกค้าทราบถึงคิวและกำหนดเวลารับบริการที่ชัดเจน	(5)	(4)	(3)	(2)	(1)
11.	(5)	(4)	(3)	(2)	(1)

พนักงานทรมูฟซื้อปสามารถให้บริการลูกค้าอย่างรวดเร็วทันใจ					
12. พนักงานทรมูฟซื้อปแสดงออกถึงความเต็มใจในการดูแลลูกค้าอยู่เสมอ	(5)	(4)	(3)	(2)	(1)

ร้านทรมูฟซื้อป	ระดับความพึงพอใจ				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
13. ไม่ว่างานยุ่งแค่ไหนพนักงานทรมูฟซื้อปพร้อมตอบสนองความต้องการของลูกค้าเสมอ	(5)	(4)	(3)	(2)	(1)
14. การบริการของพนักงานทรมูฟซื้อปสร้างความไว้วางใจและเชื่อมั่นแก่ลูกค้า	(5)	(4)	(3)	(2)	(1)
15. ลูกค้ารู้สึกปลอดภัยต่อการจับจ่ายและชำระเงินที่ทรมูฟซื้อปทุกครั้ง	(5)	(4)	(3)	(2)	(1)
16. พนักงานทรมูฟซื้อปให้บริการอย่างสุภาพ	(5)	(4)	(3)	(2)	(1)
17. พนักงานทรมูฟซื้อปมีความรู้เกี่ยวกับบริการและผลิตภัณฑ์อย่างดีเพื่อตอบคำถามจากลูกค้า	(5)	(4)	(3)	(2)	(1)
18. การบริการของทรมูฟซื้อปแสดงถึงความใส่ใจในตัวลูกค้าแต่ละคนอย่างดี	(5)	(4)	(3)	(2)	(1)
19. การบริการของทรมูฟซื้อปแสดงถึงความใส่ใจในปัจจัยเฉพาะตัวของลูกค้าแต่ละคนอย่างดี	(5)	(4)	(3)	(2)	(1)
20. เวลาเปิดทำการของทรมูฟซื้อปเป็นช่วงเวลาที่เหมาะสมต่อความสะดวกของลูกค้า	(5)	(4)	(3)	(2)	(1)
21. บริการของทรมูฟซื้อปให้ความสำคัญแก่ลูกค้าเป็นอันดับหนึ่ง	(5)	(4)	(3)	(2)	(1)
22. พนักงานทรมูฟซื้อปเข้าใจความต้องการเฉพาะตัวของลูกค้าแต่ละคน	(5)	(4)	(3)	(2)	(1)

ส่วนที่ 4

ให้ใส่ตัวเลขด้านหน้าข้อของบริการแต่ละด้านของทรมูฟซ้อปที่สำคัญ
เรียงลำดับจากมากที่สุดไปถึงน้อยที่สุด โดย 1 หมายถึงมากที่สุด

-ลักษณะของเครื่องใช้ อาคารสถานที่ บุคลากร และ อุปกรณ์สื่อสาร
-ความสามารถในการให้บริการตามที่ทรมูฟได้วางวิสัยทัศน์ไว้ อย่างสม่าเสมอ
และครบถ้วนสมบูรณ์
-การแสดงออกถึงความเต็มใจในการดูแลลูกค้าและให้บริการอย่างรวดเร็วทันใจ
-ความสุภาพและการมีความรู้เกี่ยวกับบริการและผลิตภัณฑ์
ของพนักงานทรมูฟซ้อป
ซึ่งทำให้ลูกค้าเกิดความไว้วางใจและความมั่นใจในบริการ
-ความห่วงใยและใส่ใจในรายละเอียดความต้องการของลูกค้าแต่ละคน

APPENDIX B: QUESTIONNAIRE OBJECTIVES

Service Quality Dimensions	SERVQUAL Statements
Tangibles	An excellent company's customer service centre will have modern and up to date equipment
	The office and surroundings in a excellent customer service centre will be visually appealing
	The staff of an excellent customer service centre will appear in neat and nice clothing
	The brochures and related material at an excellent customer service centre will be visually appealing
Reliability	When an excellent company's customer service centre promises to do something by a certain time, it is done so
	When a customer has a problem the excellent company's customer service centre is sympathetic and reassuring in its service
	An excellent customer service centre will perform the service right at first time
	Excellent company's customer service centre will provide their services at the time they promise to do so
	Excellent company's customer service centre will insist on keeping its records accurately
Responsiveness	Staff of the excellent customer service centre will tell customers exactly when services will be performed
	Staff of an excellent customer service centre will give prompt service to their customers
	Staff of an excellent customer service centre will always be willing to help customers
	Staff at an excellent customer service centre will never be too busy to respond to customer requests
Assurance	Customers can trust staff of an excellent customer service centre
	Customers at the excellent customer service centre will feel safe in their transactions with customer service staff
	Staff of an excellent customer service centre will always and continuously be polite
	Staff at an excellent customer service centre will have the knowledge to answer the customers questions

Empathy	Excellent company's customer service centre will give individual attention to their customers
	Excellent customer service centers will have staff who give personal attention to customers
	Excellent customer service centre will have opening hours convenient to all its customers
	Excellent company's customer service centre will have customers best interests at heart
	Staff of the excellent customer service centre will understand the specific needs of their customers

APPENDIX C: QUESTIONNAIRE RESPONDENTS

Table 1: Gender Percentage of the Respondents

Gender	Amount	Percentage
Male	184	46.00
Female	216	54.00
Total	400	100.00

As shown by Table 1, most of the respondents are female; totaling the amount of 216, equal to 54%. Second is male; totaling the amount of 184, equal to 46. These percentages are calculated from the total respondents of 400.

Table 2: Amount and Percentage of the Respondents Classified by Age Range

Age	Amount	Percentage
20 y/o and Under	73	18.30
Between 21-30	274	68.50
Between 31-40	37	9.30
Between 41-50	13	3.30
Over 50 y/o	3	0.80
Total	400	100.00

As shown by Table 2, most of the respondents age between 21-30 y/o; totaling the amount of 274, equal to 68.50%. The second is the age range group of less than 20 y/o totaling the amount of 73, equal to 18.30%. The third is the age range group between 31-40 y/o; totaling the amount of 37, equal to 9.30%. And the last is the age range group of over 50 y/o; totaling the amount of 3, equal to 0.80 %. These percentages are calculated from the total respondents of 400.

Table 3: Amount and Percentage of the Respondents Classified by Pre-Paid and Post-Paid

Service Type	Amount	Percentage
Pre-Paid	198	49.50

Post-Paid	202	50.50
Total	400	100.00

As shown from Table 3, most of the respondents uses Post-Paid service; totaling the amount of 202, equal to 50.5%. The second is the respondents who use Pre-Paid service; totaling the amount of 198, equal to 49.50%. These percentages are calculated from the total respondents of 400.

Table 4: Amount and Percentage of the Respondents Classified by the Frequency of Going to TrueMove shop

Frequency	Amount	Percentage
Less than 1 time/month	91	22.80
1-2 times/month	259	64.80
3-4 times/month	50	12.50
Total	400	100.00

As shown by Table 4, most of the respondents go to TrueMove shop once or twice per month; totaling the amount of 259, equal to 64.8%. The second is the respondents who go to TrueMove shop less than once a month; totaling the amount of 91, equal to 22.8%. And the last one is the respondents who go to TrueMove shops 3 to 4 times a month; totaling the amount of 12.5%. These percentages are calculated from the total respondents of 400.

Table 5: Amount and Percentage of the Respondents Classified by Services at TrueMove Shop

Service	Amount	Percentage
SIM card Purchasing	279	69.8
Promotion Changing	83	20.8
Call Number Changing	185	46.3
Credit Refill Purchasing	164	41.00
Billing Payment	205	51.30
Service Advice	223	55.80
Total	400	100.00

**Able to answer more than one choice

As shown by Table 5, most of the respondents go to buy SIM card at TrueMove Shop; totaling the amount of 279, equal to 69.8%. The second is going for service advising; totaling the amount of 223, equal to 55.80%. The third is billing payment; totaling the amount of 205; equal to 51.30%. The fourth is going for call number changing; totaling the amount of 185, equal to 46.3%. The fifth is going for credit refill; totaling the amount of 164, equal to 41.0%. And, the last ones are going for promotion changing; totaling the amount of 83, equal to 83%. These percentages are calculated from the total respondents.

Part 3

Multiple Response

Group \$RANG

(Value tabulated = 1)

Dichotomy label	Name	Pct of Count	Pct of Responses	Cases
2	Tangible	74	18.50	18.50
5	Reliability	18	4.50	4.50
3	Responsivenss	69	17.30	17.30
1	Assurance	212	53.00	53.00
4	Empathy	27	6.80	6.80

Total responses 400 100.0
100.0

0 missing cases; 400 valid cases

Expectation

Descriptive Statistics

		Minim um	Maxim um	Me an	Std. Deviation
	N				
1	40			5.0	
	0	5	5	0	0.00
	40			4.8	
2	0	3	5	8	0.34
	40			4.9	
3	0	4	5	0	0.30
	40			5.0	
4	0	5	5	0	0.00
	40			5.0	
5	0	5	5	0	0.00
	40			5.0	
6	0	5	5	0	0.00
	40			5.0	
7	0	5	5	0	0.00
	40			5.0	
8	0	5	5	0	0.00
	40			5.0	
9	0	5	5	0	0.00

1	พนักงานทรมูฟข้อปควรจะสามารถแจ้งลูกค้าทราบถึงคิวและกำหนดเวลาให้บริการที่ชัดเจน	40				4.8	
0		0	4	5	7	0.34	
1		40			5.0		
1	พนักงานทรมูฟข้อปควรจะให้บริการลูกค้าอย่างรวดเร็วทันใจ	0	5	5	0	0.00	
1		40			5.0		
2	พนักงานทรมูฟข้อปควรแสดงออกถึงความเต็มใจในการดูแลลูกค้าอยู่เสมอไม่ว่างานยุ่งแค่ไหน	0	5	5	0	0.00	
1		40			5.0		
3	พนักงานทรมูฟข้อปควรพร้อมตอบสนองความต้องการของลูกค้าเสมอ	0	5	5	0	0.00	
1		40			5.0		
4	การบริการของพนักงานทรมูฟข้อปควรสร้างความไว้วางใจและเชื่อมั่นแก่ลูกค้า	0	5	5	0	0.00	
1		40			5.0		
5	ลูกค้าควรรู้สึกปลอดภัยต่อการจับจ่ายและชำระเงินที่ทรมูฟข้อปทุกครั้ง	0	5	5	0	0.00	
1		40			5.0		
6	พนักงานทรมูฟข้อปควรให้บริการอย่างสุภาพ	0	5	5	0	0.00	
1	พนักงานทรมูฟข้อปควรมีความรู้เกี่ยวกับบริการและผลิตภัณฑ์อย่างดีเพื่อตอบคำถามจากลูกค้า	40			4.9		
7		0	3	5	0	0.32	
1		40			5.0		
8	การบริการของทรมูฟข้อปควรแสดงถึงความใส่ใจในตัวลูกค้าแต่ละคนอย่างดี	0	5	5	0	0.00	
1	การบริการของทรมูฟข้อปควรแสดงถึงความใส่ใจในปัจจัยเฉพาะตัวของลูกค้าแต่ละคนอย่างดี	40			4.9		
9		0	4	5	0	0.30	
2		40			5.0		
0	เวลาเปิดทำการของทรมูฟข้อปควรเป็นช่วงเวลาที่เหมาะต่อความสะดวกของลูกค้า	0	5	5	0	0.00	
2		40			5.0		
1	บริการของทรมูฟข้อป ควรให้ความสำคัญแก่ลูกค้าเป็นอันดับหนึ่ง	0	5	5	0	0.00	
2		40			4.9		
2	พนักงานทรมูฟข้อปควรเข้าใจความต้องการเฉพาะตัวของลูกค้าแต่ละคน	0	4	5	2	0.27	

Valid N (listwise)	40 0
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Perception					
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
1 อุปกรณ์เครื่องใช้ที่ทรมานข้อปมมีความทันสมัย	40	1	5	3.89	0.84

		0			25	
		40				
2	การออกแบบภายในของทรูมูฟฮ็อป รวมถึงบริเวณแวดล้อมมีความสวยงามดึงดูดสายตา	0	2	5	4.04	0.66
		40				
3	พนักงานทรูมูฟฮ็อปสวมใส่เครื่องแต่งกายที่ประณีตและเหมาะสม	0	1	5	3.76	0.76
		40				
4	แผ่นพับ ใบปลิว และ เอกสารอื่นๆที่ทรูมูฟฮ็อป มีความสวยงามดึงดูดสายตา	0	1	5	3.70	1.16
	ทรูมูฟฮ็อปสามารถให้บริการลูกค้าได้อย่างดีตามที่วิสัยทัศน์ของบริษัทที่ได้วางไว้เกี่ยวกับ	40				
5	บการดูแลลูกค้า	0	1	5	3.67	0.80
	เมื่อลูกค้าเกิดปัญหา					
	ทรูมูฟฮ็อปสามารถให้บริการอย่างดีเยี่ยมด้วยการแสดงความสนใจอย่างจริงใจที่จะแก้ไข	40				
6	ปัญหานั้น	0	1	5	3.48	0.88
		40				
7	ทรูมูฟฮ็อปสามารถสร้างความประทับใจนับแต่ครั้งแรกของการใช้บริการ	0	2	5	3.97	0.83
		40				
8	การบริการที่ทรูมูฟฮ็อปมีความตรงต่อเวลา	0	1	5	3.64	0.90
		40				
9	ระบบบันทึกข้อมูลของทรูมูฟฮ็อปมีความถูกต้องเที่ยงตรงเสมอ	0	1	5	3.86	0.77
1		40				
0	พนักงานทรูมูฟฮ็อปสามารถแจ้งลูกค้าทราบถึงคิวและกำหนดเวลารับบริการที่ชัดเจน	0	1	5	3.83	0.80
1		40				
1	พนักงานทรูมูฟฮ็อปสามารถให้บริการลูกค้าอย่างรวดเร็วทันใจ	0	1	5	3.44	1.08
		40				
2	พนักงานทรูมูฟฮ็อปแสดงออกถึงความเต็มใจในการดูแลลูกค้าอยู่เสมอ	0	1	5	3.77	0.79
1		40				
3	ไม่ว่างานยุ่งแค่ไหน พนักงานทรูมูฟฮ็อปพร้อมตอบสนองความต้องการของลูกค้าเสมอ	0	1	5	3.76	0.85
1		40				
4	การบริการของพนักงานทรูมูฟฮ็อปสร้างความไว้วางใจและเชื่อมั่นแก่ลูกค้า	0	1	5	4.06	0.78
1	ลูกค้ารู้สึกปลอดภัยต่อการใช้จ่ายและชำระเงินที่	40	1	5	3.70	1.01

5		0				
1		40				
6	พนักงานทรมูฟซ้อปให้บริการอย่างสุภาพ	0	1	5	3.95	0.85
1	พนักงานทรมูฟซ้อปมีความรู้เกี่ยวกับบริการและผลิตภัณฑ์อย่างดีเพื่อตอบคำถามจากลูกค้า	40				
7	ค่า	0	1	5	3.66	0.78
1		40				
8	การบริการของทรมูฟซ้อปแสดงถึงความใส่ใจในตัวลูกค้าแต่ละคนอย่างดี	0	1	5	3.98	0.87
1	การบริการของทรมูฟซ้อปแสดงถึงความใส่ใจในปัจจัยเฉพาะตัวของลูกค้าแต่ละคนอย่างดี	40				
9		0	1	5	3.59	0.90
2		40				
0	เวลาเปิดทำการของทรมูฟซ้อปเป็นช่วงเวลาที่เอื้อต่อความสะดวกของลูกค้า	0	1	5	3.78	0.91
2		40				
1	บริการของทรมูฟซ้อปให้ความสำคัญแก่ลูกค้าเป็นอันดับหนึ่ง	0	1	5	3.89	0.77
2		40				
2	พนักงานทรมูฟซ้อปเข้าใจความต้องการเฉพาะตัวของลูกค้าแต่ละคน	0	1	5	3.72	0.90
		40				
	Valid N (listwise)	0				

		Expectation			Perception		
		Frequency (กี่คน)	Percentage(เปอร์เซ็นต์)	Mean	Frequency	Percentage	Mean
1. Gender							
1.1) Male	Tangible			4.9443			3.8057
	Reliability			5.0000			3.716304
	Responsiveness			4.9660			3.7242
	Assurance			4.9728			3.8424
	Empathy	184	46	4.9685	184	46	3.7859
1.2) Female	Tangible			4.9468			3.8819
	Reliability			5.0000			3.727778
	Responsiveness			4.9664			3.6759
	Assurance			4.9769			3.8391
	Empathy	216	54	4.9611	216	54	3.7981
2. Age							
2.1) ต่ำกว่า 20	Tangible			4.921233			3.839041
	Reliability			5			3.731507
	Responsiveness			4.958904			3.643836
	Assurance			4.965753			3.958904
	Empathy	73	18.25	4.928767	73	18.25	3.750685
2.2) 21-30	Tangible	274	68.5	4.946168	274	68.5	3.855839
	Reliability			5			3.709489

	Responsiveness			4.967153			3.701642
	Assurance			4.985401			3.82938
	Empathy			4.974453			3.793431
2.3) 31-40	Tangible			4.986486			3.810811
	Reliability			5			3.767568
	Responsiveness			4.97973			3.804054
	Assurance			4.932432			3.716216
	Empathy	37	9.25	4.962162	37	9.25	3.827027
2.4) 41-50	Tangible			4.942308			3.788462
	Reliability			5			3.753846
	Responsiveness			4.942308			3.538462
	Assurance			4.980769			3.788462
	Empathy	13	3.25	4.953846	13	3.25	3.846154
2.5) 50 up	Tangible			5			3.916667
	Reliability			5			4
	Responsiveness			5			4.083333
	Assurance			4.75			3.75
	Empathy	3	0.75	5	3	0.75	4.066667
3. Payment System							
3.1)Pre-Paid	Tangible			4.931818			3.856061
	Reliability			5			3.727273
	Responsiveness			4.955808			3.607323
	Assurance			4.97096			3.954545
	Empathy	198	49.5	4.941414	198	49.5	3.767677
3.2)Post-Paid	Tangible			4.959158			3.837871
	Reliability			5			3.717822
	Responsiveness			4.976485			3.787129
	Assurance			4.97896			3.72896
	Empathy	202	50.5	4.987129	202	50.5	3.816832
Mean** เต็ม 5 หลังจากคุณด้วย 5-4-3-2-1 ของ Likert Scale แล้ว							

		Expectation			Perception		
		Frequency (กัคน)	Percentage(เปเลขัณ)	Mean	Frequency	Percentage	Mean
Group One							
1.1) 1.1/2.1/3.1	Tangible			4.922619			3.940476
เพศชาย	Reliability			5			3.709524
อายุต่ำกว่า 20	Responsiveness			4.946429			3.577381
ใช้ระบบเดมเงิน	Assurance			4.982143			3.916667
	Empathy	42	46.6666	4.9571	42	46.6666	3.72381
1.2) 1.1./2.2/3.1	Tangible			4.924419			3.744186
เพศชาย	Reliability			5			3.711628
อายุ 21-30	Responsiveness			4.953488			3.633721
ใช้ระบบเดมเงิน	Assurance			5			4
	Empathy	43	47.7777	4.939535	43	47.7777	3.786047
1.3) 1.1/2.3/3.1	Tangible			5			3.75
เพศชาย	Reliability			5			3.85
อายุ 31-40	Responsiveness			5			4.125
ใช้ระบบเดมเงิน	Assurance			4.75			4.0625
	Empathy	4	4.4444	4.95	4	4.4444	3.7

1.4) 1.1/2.4/3.1	Tangible			5			3.25
เพศชาย อายุ 41-50 ใช้ระบบเติมเงิน	Reliability			5			3.6
	Responsiveness			5			3.5
	Assurance			5			4
	Empathy	1	1.1111	5	1	1.1111	4.4
1.5) 1.1/2.5/3.1	Tangible			0		0	
เพศชาย อายุมากกว่า 50 ใช้ระบบเติมเงิน	Reliability			0			0
	Responsiveness			0			0
	Assurance			0			0
	Empathy	0	0	0	0	0	0
Group Two							
2.1) 1.1/ 2.1/ 3.2	Tangible			0			0
เพศชาย อายุต่ำกว่า 20 ใช้ระบบรายเดือน	Reliability			0			0
	Responsiveness			0			0
	Assurance			0			0
	Empathy	0	0	0	0	0	0
2.2) 1.1/2.2/ 3.2	Tangible			4.952532			3.806962
เพศชาย อายุ 21-30 ใช้ระบบรายเดือน	Reliability			5			3.734177
	Responsiveness			4.977848			3.832278
	Assurance			4.968354			3.708861
	Empathy	79	84.0425	4.987342	79	84.0425	3.827848
2.3) 1.1/2.3/3.2	Tangible			5			3.636364
เพศชาย อายุ 31-40 ใช้ระบบรายเดือน	Reliability			5			3.581818
	Responsiveness			4.977273			3.772727
	Assurance			4.954545			3.795455
	Empathy	11	11.7021	5	11	11.7021	3.672727
2.4) 1.1/2.4/3.2	Tangible			5			3.75
เพศชาย อายุ 41-50 ใช้ระบบรายเดือน	Reliability			5			3.5
	Responsiveness			5			3.25
	Assurance			5			3.875
	Empathy	2	2.1276	4.9	2	2.1276	3.8
2.5) 1.1/2.5/3.2	Tangible			5			3.625
		2	2.1276	5	2	2.1276	3.625

เพศชาย อายุมากกว่า 50 ใช้ระบบรายเดือน	Reliability Responsiveness Assurance Empathy			5 5 4.875 5			4 4 3.875 3.9
Group Three							
3.1) = 1.2/2.1/3.1	Tangible			4.919355			3.701613
เพศหญิง อายุต่ำกว่า 20 ใช้ระบบเติมเงิน	Reliability			5			3.76129
	Responsiveness			4.975806			3.733871
	Assurance			4.943548			4.016129
	Empathy	31	28.7037	4.890323	31	28.7037	3.787097
3.2) = 1.2/2.2/3.1	Tangible			4.9375			3.941176
เพศหญิง อายุ 21-30 ใช้ระบบเติมเงิน	Reliability			5			3.708824
	Responsiveness			4.948529			3.511029
	Assurance			4.981618			3.963235
	Empathy	68	62.9629	4.955882	68	62.9629	3.75
3.3) = 1.2/2.3/3.1	Tangible			5			4.166667
เพศหญิง อายุ 31-40 ใช้ระบบเติมเงิน	Reliability			5			3.933333
	Responsiveness			5			3.75
	Assurance			4.916667			3.166667
	Empathy	3	2.7777	4.866667	3	2.7777	3.933333
3.4) = 1.2/2.4/ 3.1	Tangible			4.95			3.8
เพศหญิง อายุ 41-50 ใช้ระบบเติมเงิน	Reliability			5			3.8
	Responsiveness			4.95			3.55
	Assurance			4.95			3.85
	Empathy	5	4.6296	4.96	5	4.6296	3.8
3.5) = 1.2/2.5/3.1	Tangible			5			4.5
เพศหญิง อายุมากกว่า 50 ใช้ระบบเติมเงิน	Reliability			5			4
	Responsiveness			5			4.25
	Assurance			4.5			3.5
	Empathy	1	0.9259	5	1	0.9259	4.4
Group Four							
4.1) = 1.2/2.1/3.2	Tangible	0	0	0	0	0	0

เพศหญิง อายุต่ำกว่า 20 ใช้ระบบรายเดือน	Reliability						0	0
	Responsiveness						0	0
	Assurance						0	0
	Empathy						0	0
4.2) = 1.2/2.2/3.2	Tangible						4.958333	3.889881
เพศหญิง อายุ 21-30 ใช้ระบบรายเดือน	Reliability						5	3.685714
	Responsiveness						4.979167	3.767857
	Assurance						4.997024	3.747024
	Empathy	84	77.7777			84	77.7777	3.8
4.3) = 1.2/2.3/3.2	Tangible						4.973684	3.868421
เพศหญิง อายุ 31-40 ใช้ระบบรายเดือน	Reliability						5	3.831579
	Responsiveness						4.973684	3.763158
	Assurance						4.960526	3.684211
	Empathy	19	17.5925			19	17.5925	3.926316
4.4) = 1.2/2.4/3.2	Tangible						4.9	3.9
เพศหญิง อายุ 41-50 ใช้ระบบรายเดือน	Reliability						5	3.84
	Responsiveness						4.9	3.65
	Assurance						5	3.65
	Empathy	5	4.6296			5	4.6296	3.8
4.5) = 1.2/2.5/3.2	Tangible						0	0
เพศหญิง อายุมากกว่า 50 ใช้ระบบรายเดือน	Reliability						0	0
	Responsiveness						0	0
	Assurance						0	0
	Empathy	0	0			0	0	0

APPENDIX E: TrueMove's REPLY TO E-MAIL INTERVIEW

From: kanchawan_tay@hotmail.com
To: sanny_kaew@hotmail.com
CC: el_witt@hotmail.com
Subject: RE: Interview Question: Please reply
Date: Mon, 12 May 2008 18:08:00 +0700

Dear Nong Keaw :

The answer is [blue](#) ka.

Question 1: How many customers does TrueMove have throughout Thailand

Q4 (2007) Post Paid = 17,758 Subscribers
Pre Paid = 11,362,331 Subscribers

Question 2: How many customers does TrueMove have, specifically, in Bangkok regions?

Question 3: How many are the average customers per each TrueMove shop per month in **Bangkok** regions?

As your requirement is very specific and confidential, please determine your sampling size according to the information informed by personal telephone interview naja. Also, please use the information only to determine the sampling size – as it is very specific and confidential.

Question 4: As TrueMove operates under the conglomeration of True Corporation Public Company Limited and as TrueMove applies 'convergence lifestyle' in competing in mobile operator market, would numerical data of TrueOnline, TrueVisions, and TrueMove customers be given; separately by Thailand as a whole and specifically in Bangkok regions.

Question 5: Would the numerical data of market share of TrueMove, TrueOnline, and TrueVisions be given?

Please see the attached file ja.

Good Luck