

# คุณภาพการบริการ ความพึงพอใจของผู้บริโภค และความภักดีต่อตราสินค้า ของร้านกาแฟพรีเมียมในประเทศไทย

## Service Quality, Customer Satisfaction and Brand Loyalty of Brand Coffee Shops in Thailand

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### บทคัดย่อ

การศึกษาวิจัยเรื่อง คุณภาพการบริการ ความพึงพอใจของผู้บริโภค และความภักดีต่อตราสินค้าของร้านกาแฟพรีเมียมในประเทศไทย มีวัตถุประสงค์เพื่อตรวจสอบและระบุถึงองค์ประกอบของคุณภาพการบริการที่ส่งผลในเชิงบวก ต่อความพึงพอใจของผู้บริโภคและความภักดีต่อตราสินค้าของร้านกาแฟพรีเมียมในประเทศไทย การศึกษานี้เป็นงานวิจัยเชิงปริมาณ ซึ่งเกิดจากการวิเคราะห์แนวคิดและงานวิจัยที่เกี่ยวข้องในเรื่องของคุณภาพการบริการ ความพึงพอใจของผู้บริโภค และความภักดีต่อตราสินค้า ในการศึกษาได้ทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามกับลูกค้าของร้านกาแฟสตาร์บัค ทูคอฟฟี่ และคอฟฟี่เวิลด์ ที่อยู่ในบริเวณกรุงเทพมหานคร แบบสอบถามได้รับการตรวจสอบทางด้านความเที่ยงตรงและความเชื่อมั่นจากผู้ทรงคุณวุฒิ ในส่วนของวิธีการวิเคราะห์ข้อมูลได้เลือกใช้การวิเคราะห์การถดถอยอย่างง่าย (Simple Regression) และการวิเคราะห์การถดถอยพหุ (Multiple Regression)

จากการศึกษาวิจัยในครั้งนี้พบว่า คุณภาพการบริการส่งผลในเชิงบวกอย่างมีนัยสำคัญ ต่อทั้งความพึงพอใจของผู้บริโภค และความภักดีต่อตราสินค้า อย่างไรก็ตาม ในองค์ประกอบทั้ง 5 ประการ ของคุณภาพการบริการ เมื่อพิจารณาแยกองค์ประกอบแล้ว พบว่า ไม่ใช่ทุกองค์ประกอบจะส่งผลเชิงบวกอย่างมีนัยสำคัญ หลังจากการตรวจสอบอย่างละเอียด พบว่า องค์ประกอบของคุณภาพการบริการที่ไม่ส่งผลต่อความพึงพอใจของผู้บริโภค และความภักดีต่อตราสินค้าคือความเข้าใจและเห็นอกเห็นใจลูกค้า (Empathy) ในขณะที่ความมั่นใจได้ (Assurance) นั้นส่งผลเชิงบวกอย่างมีนัยสำคัญต่อความพึงพอใจของผู้บริโภค แต่ไม่ส่งผลเชิงบวกอย่างมีนัยสำคัญต่อความภักดีต่อตราสินค้า

องค์ประกอบอื่นๆ ในระดับคุณภาพการบริการ เช่น บริการที่เป็นรูปธรรม (Tangible) ความเชื่อถือได้ในมาตรฐานการให้บริการและการตอบสนองต่อลูกค้า (Reliability and Responsiveness) และการแก้ปัญหา (Recovery) ทุกตัวล้วนส่งผลในเชิงบวกอย่างมีนัยสำคัญ และแตกต่างกันต่อความพึงพอใจของผู้บริโภคและความภักดีต่อตราสินค้า

### Abstract

This study aims to examine and identify elements within service quality that has positive influence upon customer satisfaction, and elements within service quality and customer satisfaction that has positive influence upon brand loyalty in the context of brand customer satisfaction and brand loyalty, which used samples from customers of Starbucks Coffee, TRUE Coffee and Coffee World located in Bangkok. Questionnaire has been used as an instrument to collect data. The questionnaire has been examined within two important aspects which are content validity and reliability. Simple Regression and Multiple Regression methods were employed for hypothesis testing process and generating results in accordance with the purposes of this study.

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### คำสำคัญ

ระดับคุณภาพการบริการ  
ความพึงพอใจของผู้บริโภค  
ความภักดีต่อตราสินค้า  
ร้านกาแฟพรีเมียม  
Service Quality  
Customer Satisfaction  
Brand Loyalty  
Coffee Shop

According to the results, there is a positive influence found between service quality, customer satisfaction and brand loyalty. However, among the five dimensions of service quality not all dimensions within service quality have influence upon customer satisfaction and brand loyalty. The mutual variable that does not influence both customer satisfaction and brand loyalty is empathy, whereas assurance does not influence only upon brand loyalty. The other dimensions; tangible, reliability and responsiveness, and recovery are positively and differently influence customer satisfaction and brand loyalty.

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## Introduction

For the past 4-5 years, Kasikorn Research Center articles indicated that coffee shops business in Thailand has been considered as one of the most interesting venture continuously expanding throughout the whole country. Brand coffee shops usually introduced their own stores as another place to enjoy coffee and meet friends (Plog, 2005); consequently customers may visit that particular shop not for just a cup of coffee, but for specialties that the coffee shops can provide them as well. According to Sinthuvathin (2007), in the past, people in Thailand usually consumed coffee for its functional purpose rather than emotional purpose. Starbucks Coffee (Thailand) Co., Ltd. was found in Thailand since July 1998. The existence of Starbucks in Thailand has stimulated and attracted Thai people to learn more about premium coffee, instead of consuming instant coffee. Coffee shop in Thailand can be classified into two types; first is a chain store shop such as Starbucks, TRUE Coffee, Black Canyon, 94 Coffee, Cafe Amazon, Coffee Today and Coffee World which aim to use a modern technique of management in order to expand more outlets and branches in the future. Second is the independent shop which usually has one outlet with a selling point of unique decoration, design and atmosphere.

In 2011, the largest franchise directory website in Thailand normally known as “Thai Franchise Center”

(<http://www.thaifranchisecenter.com>) released an article which revealed a large number of premium coffee shop investors were investing in every business segment such as small, medium and large enterprises. Lacking suitable knowledge and multiple competitors in same location and targeting same customers. As a result several investors had failed and forced to go out of the business. As a competition among brand coffee shops getting more intense, retaining existing customers becomes more important than attracting a new one. In order to compete with other competitors and become a successful brand, the coffee shops have to value the importance of existing customers and try to respond to their demands.

All brands in premium coffee shop business have one thing in common which are target customers. Their target customers are people who like to drink a high quality coffee and are willing to pay a higher price. Therefore, the only thing that separates one brand from another is a better service quality leading to customer satisfaction and eventually, brand loyalty. As a result, the author intends to identify the aspects within service quality that helps contribute to customer satisfaction and brand loyalty. The information from this research can be used for quality improvement along with updating the service to become more effective and conform to customers’ demands in order to retain loyalty toward the brand.

## Purposes of Study

1. To examine elements within service quality that has positive influences upon customer satisfaction and brand loyalty.

2. To examine elements within customer satisfaction that has positive influences upon brand loyalty.

3. To identify elements within service quality and customer satisfaction that has positive influences upon brand loyalty.

## Literature Review

### *Brand Loyalty*

Jacoby (1971) defined brand loyalty as the biased (non-random) behavioral response (purchase) expressed over time by some decision-making unit with respect to one or more alternative brands out of a set of brands and is a function of psychological processes.

Brand loyalty has been largely defined and measured in either behavioral or attitudinal aspects (Mellens, Dekimpe, & Steenkamp, 1996). According to several studies by Lam, Shankar, Erramilli, and Murthy (2004); Fullerton (2005); Kumar, Shah, and Venkatesan (2006), brand loyalty can be categorized into two types; behavioral loyalty and attitudinal loyalty in which both attitudinal and behavioral dimensions of brand loyalty are considered to be equally vital. Behavioral loyalty is a behavioral action to buy or recommend the product/service exclusively or mostly in one brand (Pritchard & Howard, 1997; Back & Park, 2003; Back, 2005). Attitudinal loyalty is consumers' sense and feeling toward products or service of a specific brand (Kumar et al., 2006). Oliver (1997) indicated that attitudinal brand loyalty has three different stages which are cognitive, affective and conative.

Pedersen and Nysveen (2001) have explained the three stages of attitudinal loyalty as follow; Cognitive

Loyalty is a preference of one brand over another that is based upon information available to the customers. Affective Loyalty is an affective preference of one brand over another that is based upon an established connection between customer and product. Conative Loyalty is behavioral willingness to keep on purchasing the brand in the future despite the existence of influences for brand switching. Conative loyalty is suggested to be the strongest behavioral intention that contributes to brand loyalty compared to cognitive and affective loyalty (Lee, Kang, & Tang, 2011).

This study applied the composite measurement approach by Bowen and Chen (2001) which combine behavioral and attitudinal aspect together. The two-dimensional composite measurement has been used and supported as a valuable tool to understand brand loyalty in various fields (Bowen & Chen, 2001). The two-dimensional composite measurement can measure loyalty by examining total amount of purchase, frequency of purchase, propensity of brand switching, repeat purchase intention and customers' preferences (Pritchard & Howard, 1997; Hunter, 1998; Lee et al., 2011; Wong, Dean, & White, 1999).

### *Service Quality*

Service quality has become an important aspect that helps company create a beneficial advantage over their competitors which also contribute to company's profitability and productivity (Vuorinen, Jarvinen, & Lehtinen, 1998) According to Gronroos (2001) service quality has become a key concept in company competitive corporate strategy. Gronroos (2001) also discovered that service quality is dependent on two important variables which are expected service and perceived service. Parasuraman, Zeithaml, and Berry (1988) defined service quality as an attitude of the consumer relating to the results from comparisons between expectations of service with his/her perceptions of actual performance. Service quality is considerably addressed in fast-food management literature in which is the most similar to

the context of coffee shop that the author aims to study. Over the past two decades, the research related to perceived service quality has increased widely. The conceptual framework and measurement of service quality has been dominated by the use of the expectancy-disconfirmation paradigm by Oliver (1980, 1997) and the related service quality model and SERVQUAL instrument by Parasuraman et al. (1985, 1988). Cronin and Taylor (1992) defined the five dimensions of service quality as follow; Tangible is the appearance of physical facility, equipment and personnel. Reliability is the ability to perform the promised service dependably and accurately. Assurance is the knowledge and courtesy of employees or staffs and their ability to convey trust and confidence. Responsiveness is the willingness to help customer and to provide the prompt service. Empathy is the provision of caring and individualized attention to customers.

Eventhough the SERVQUAL instrument has been used widely, it has been criticized heavily from both theoretical and practical perspective (Qin & Prybutok, 2009). The problems such as the use of gap scores, the overlap among five dimensions, poor predictive and convergent validity, the ambiguous definition of the expectation construct, and unstable dimensionality have been raised and argued among researchers. Cronin and Taylor (1992) discard the expectations of quality evaluation in the SERVQUAL model and include only performance measures of the service encounter which led to SERVPERF model or performance-only instrument in place of gap measurement approach. According to Qin and Prybutok (2009) there are empirical evidence that the SERVPERF instrument outperforms the SERVQUAL scale across four industries which are fast-food, dry cleaning, banks and pest control. Prior studies by Andaleeb and Conway (2006); Carman (1990); Olorunniwo et al., (2006) suggested that SERVPERF has to be modified in order to apply for using in different service industries. Heskett et al. (1994) and McColl (2005)

proposed that a failure to handle recovery effectively can lead to lost customers and negative word-of-mouth. Recovery defined as the ability to actively take responsive actions when the service goes wrong (Qin & Prybutok, 2009).

#### *Customer Satisfaction*

Customer satisfaction is one of a critical measure of a successful business and has been suggested to help influence attitude, repurchase and word-of-mouth communication (Sivadas & Baker-Prewitt, 2000); to become a good predictor of future purchase behavior (Kasper, 1988); to increase profit (Anderson, Fornell, & Lehmann, 1994); and ultimately lead to customer loyalty to the brand or brand loyalty (Oliver, 1997). Oliver (1999) defines customer satisfaction as “their promises to choose the original goods or services in the event of repurchase of some goods or services, which cause the repetitive purchase of the same brand without influenced by the environment or marketing approaches”

Customer satisfaction has been linked to various factors such as sales performance, customer retention and loyalty. Consequently, it is important to the business owner to figure out what is the determinant of customer satisfaction. Cronin et al. (2000) analyzed the concept of customer satisfaction in order to identify a specific measurement to the concept by using items that include interest, enjoyment, surprise, anger, wise choice and doing the right thing. Later on Olorunniwo et al. (2006) modified the measurement indicators from Cronin et al. (2000) work in order to make it fit in with their focus and settings. Qin and Prybutok (2009) used the conceptual data from Olorunniwo et al. (2006) and come up with four indicators that can be used in restaurant context which can also be modified in this study (brand coffee shop context). The items that Olorunniwo et al. (2006) used to assess customer satisfaction in questionnaire are satisfied with dining, wise choice, right thing (worthiness) and enjoyable experience (Kara et al., 1995). After reviewing the work of Lee et al. (2011) &

Olorunniwo et al. (2006) indicators such as wise choice and right thing from Olorunniwo et al. (2006)'s work are overlapping each other and became an element that contribute to enjoyable experience and value worthy of price. Therefore, the author identified two indicators adapted from both works in order to assess customer satisfaction in this study as; enjoyable experience and value worthy of price.

## Methodology

Population is customers from Starbucks Coffee, TRUE Coffee and Coffee World, located in Bangkok. Nevertheless, the population in this study is infinite population, therefore the author determine sample size by applying sample size equation at confidences level of 95% and precision levels=.05 with an addition for margin of error as a result, samples for this study equal to 400 customers. The author employed multi-stage sampling by using stratified sampling and accidental sampling. As for data collection the author collected data from 224 Starbuck customers, 96 TRUE Coffee customers and 80 Coffee World customers in a total number of 400 questionnaires. By selecting prominent area such as department store, theater and shopping complex in Bangkok as a location for data collection process. Questionnaire created by the author has been used as an instrument to collect data. The questionnaire has been examined within two important aspects which are content validity and reliability. To ensure content validity of the questionnaire has been submitted to thesis advisors and three qualified experts in related field by using Index of Item-Objective Congruence (IOC) method. Reliability test was processed on computer program by using Cronbach's alpha coefficient.

Data analysing process is processed on a computer program. The author employed Descriptive Statistics Analysis by using frequency and percentage to explain demographic data. Mean and standard deviation values

are used to explain the level of service quality, satisfaction and loyalty from samples group. Simple Regression and Multiple Regression methods have been used for hypothesis testing process and generating results in accordance with purposes of this study.

## Research Findings and Discussion

### *Service Quality and Customer Satisfaction*

Results indicated a positive influence significantly found between service quality and customer satisfaction which conform to prior research such as Cronin and Taylor (1992); Olorunniwo and Hsu (2006); Olorunniwo et al. (2006); Qin and Prybutok (2009); and Sivadas and Baker-Prewitt (2000).

When analyzing each variable in detail, the findings shown that among five dimensions of service quality and enjoyable experience of customer satisfaction, the three dimensions which are reliability and responsiveness, assurance and recovery only have positive influence respectively. The other two dimensions (tangible and empathy) do not have influence upon enjoyable experience aspect of customer satisfaction. Whereas, among five dimensions of service quality relationship toward value worthy of price customer satisfaction, similar results also found, as the three dimensions which are recovery, reliability and responsiveness, and tangible only have positive influence respectively. The other two dimensions (assurance and empathy) do not have influence upon enjoyable experience aspect of customer satisfaction. As a result, there are two mutual dimensions which are reliability and responsiveness, and recovery that have influenced on both enjoyable experience aspect and value worthy of price aspect. This supports the findings proposed by Qin and Prybutok (2009) that the significance level of each dimension in service quality is potentially different due to the nature of the construct within business setting. In addition, the findings also confirmed the importance

of recovery dimension also introduced by Qin and Prybutok (2009) in food and restaurant business.

However, the author cannot find any prior findings that can support or explain the reason why empathy does not have any influence upon both dimensions of customer satisfaction; therefore the author interviewed Mr. Nadim Xavier Salhani-Chief Executive Officer Mudman Co.,Ltd (Au Bon Pain, Dunkin Donut, & Baskin Robbins) and Dr.Sumas Wongsunopparat. Salhani (interview, January 5, 2014) proposed that topics related to empathy which are availability of utensils, operating hours and convenient locations are common offers that almost every coffee shop in Thailand offers to their customers. Unlike restaurant where operation time will be vary accordingly to the type of food and locations, coffee shop locations aim to operate in center of the city and operation hours is almost identical to other brands for instance; department store operating hours. As a result, it is possible that empathy will not have positive influence upon customer satisfaction since every brand will provide empathy aspect in an identical manner.

On the contrary, Wongsunopparat (interview, January 6, 2014) proposed that the empathy conceptual framwork that was adapted from Qin and Prybutok (2009) may not actually reflect empathy aspect in coffee shop business setting. According to Cronin and Taylor (1992) empathy is the provision of caring and individualized attention to customers, however the topics used for measuring in the questionnaire which are availability of utensils, operating hours and convenient locations may not represent the actual empathy that coffee shop business setting supposed to be. As a result, there is no influence found on this dimension as the data collected have been deviated from the topics used by Qin and Prybutok (2009).

#### *Customer Satisfaction and Brand Loyalty*

Positive influence is significantly found between customer satisfaction and brand loyalty which is consistent

with prior research such as Bowen and Chen (2001); Cronin et al. (2000); Gilbert et al. (2004); Olorunniwo and Hsu (2006); Olorunniwo et al. (2006); Qin and Prybutok (2009); and Sivadas and Baker-Prewitt (2000) who studied relationship between service quality, customer satisfaction and store loyalty of a retail department store.

Furthermore, the author examined each variable in details and findings indicated that between both dimensions of customer satisfaction, value worthy of price has a higher influence than enjoyable experience toward all dimensions within brand loyalty. The findings conform to prior research from Olorunniwo and Hsu (2006); Olorunniwo et al. (2006); and Qin and Prybutok (2009) that, even though enjoyable experience is something customers seek every time they select a particular shop or restaurant but in the end, value worthy of price will control the sense of total satisfaction. Therefore, a perceived value of price compared to service or product received will construct a strong foundation of satisfaction (Johns & Howard, 1998).

#### *Service Quality and Brand Loyalty*

Based on results report in this study, there is a positive influence significantly found between service quality and brand loyalty as well. The results conform to prior research proposed by Olorunniwo and Hsu (2006); Olorunniwo et al. (2006); Qin and Prybutok (2009); and Sivadas and Baker-Prewitt (2000). Moreover, results indicated that among five dimensions of service quality and behavioral loyalty of brand loyalty, there are two dimensions which are recovery, and reliability and responsiveness that have positive influence upon behavioral loyalty respectively. The three dimensions (tangible, assurance and empathy) do not have influence upon behavioral loyalty. While, among five dimensions of service quality and cognitive loyalty, there are three dimensions which are reliability and responsiveness, recovery and tangible only have positive influence respectively. The other two dimensions (assurance and empathy) do not have influence upon cognitive loyalty.

Furthermore, among five dimensions of service quality influence toward affective loyalty and conative loyalty, similar results are found, as the two dimensions which are reliability and responsiveness, and recovery only have positive influence respectively. The other three dimensions (tangible, assurance and empathy) do not have influence upon both affective loyalty and conative loyalty aspect of brand loyalty. As a result, there are two mutual dimensions which are reliability and responsiveness, and recovery that influence on all aspects of brand loyalty. In addition, tangible is the only one variable that influence upon cognitive loyalty, this finding is consistent with study proposed by Wakefield and Blodgett (1999) that tangible has an important role in generating excitement in leisure setting which, in turn, play a significant role in determining customers' repurchase intention.

However, the author cannot find any prior findings that can support or explain the reason why assurance and empathy do not have positive influence upon all dimensions within brand loyalty; therefore the author interviewed Mr. Nadim Xavier Salhani-Chief Executive Officer Mudman Co., Ltd (Au Bon Pain, Dunkin Donut and Baskin Robbins), Dr. Sumas Wongsunopparat and random four customers of Starbucks. Salhani (interview, January 5, 2014) suggested that similar to the relationship with customer satisfaction, topics related to empathy which are store utensils, operating hours and number of outlets and locations are common offers that almost every coffee shop in Thailand offers to their customers. As a result, it is possible that empathy does not have positive influence upon brand loyalty as same as customer satisfaction, since every brand will provide empathy aspect in an identical manner. In addition, Salhani (interview, January 5, 2014) suggested that topic related to store safety is irrelevant in this study because data collection has been done in prominent area mainly shopping mall, therefore customers' confidence on store safety were mostly based on the mall they have

chosen rather than the shop operating inside.

On the contrary, Wongsunopparat (interview, January 6, 2014) again suggested the idea of misconceptualizing framework of empathy that was adapted from Qin and Prybutok (2009), because it may not actually reflect empathy aspect in coffee shop business setting. According to Cronin and Taylor (1992) empathy is the provision of caring and individualized attention to customers, however the topics used for measuring in the questionnaire which are availability of utensils, operating hours and convenient locations may not represent the actual empathy that coffee shop business setting supposed to be. As a result, there is no influence found on this dimension as the data collected have been deviated from the topics used by Qin and Prybutok (2009).

Moreover, Choosak, Puthaviruttikul, Watcharaviriyakul and lamngam (interview, January 5, 2014) agreed that since most locations of the coffee shop are located in prominent area; therefore topic related to store safety is not usually acknowledge when they want to purchase a cup of coffee. Whereas topic related to changes accuracy and employees' knowledge are too minor in detail, when customers want to purchase coffee comparing to store cleanliness, number of queue before receiving a service, and quality of drink and food. Consequently, according to the customers' opinion, assurance topics are too minor in detail and irrelevant when they are making a decision to buy coffee.

### Recommendation for Future Research

1. The selection of brands in premium coffee shop in this study have been limited with in Bangkok, Thailand; therefore an extension of brands and data collection area in order to, cover other parts of Bangkok will be beneficial to coffee shop investors, business owner and other service industries.

2. Since premium coffee shop business is mainly

associated with a service aspect and customers will be satisfied if the store meet their demands, as a result the next study should include customer expectation on brand coffee shops along with their perception about the specific brands, so that a comparison between the before and after receiving a service can be noted and find what the shop still lacking of.

3. It is worthwhile to investigate the dimensions within service quality such as assurance and empathy that do not influence upon customer satisfaction and brand loyalty so as to gain more insight regarding service quality topic. Especially empathy aspect that has been argued that it might not fully represent its meaning in the context of coffee shop business.

4. The results of this study will be inconsistent across cultures; therefore a direct comparison of service quality across different countries will be very beneficial to the coffee shop business worldwide as well.

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