THE DEVELOPMENT OF A STRUCTURAL EQUATION MODEL IN MANAGING EXPERIENCE, VALUE AND CUSTOMER SATISFACTION IN INTERNATIONAL TOURISM BUSINESS

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**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism Management)
The Graduate School of Tourism Management
National Institute of Development Administration
2017**

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ABSTRACT

Title of Dissertation	THE DEVELOPMENT OF A STRUCTURAL EQUATION MODEL IN MANAGING EXPERIENCE, VALUE AND CUSTOMER SATISFACTION IN INTERNATIONALTOURISM BUSINESS
Author	Peerapong Tanvittayanont
Degree	Doctor of Philosophy (Integrated Tourism Management)
Year	2017

This research aimed 1) To study factors related to customer experience management, customer satisfaction and customer value in Thailand's outbound tour operators. 2) To develop a structural equation model of customer value for Thailand's outbound tour operators. to developing structural equation model of customer value for outbound tour operators in Thailand. This study was a mixed methods research based on qualitative and quantitative research to obtain a set of factors, including internal latent variables, external latent variables, and observed variables via analyzing theory, idea, related literature reviews and focus group from professors, manufacturer, and customers using products and services. After that was further used to develop the structural equation model obtained by a questionnaire that was used in this part by collecting data from customers using services in tourist business and standardized and authorized company were 400 samples. Data was a process to analyze to exhibit the characteristic of data distribution of variables using descriptive statistic, i.e. mean, standard deviation (S.D.) using table and description to explain and to analyze collected data from sample population which was personal data, satisfaction level of customer towards customer experience management, satisfaction, competitive level of outbound tourist business in Thailand. Moreover, analyzing the relationship between variables in structural equation model according to hypothesis, this research aimed to compare structural equation model (SEM) and multiple regression. The mentioned technique was useful for researcher to test the relationship between obtained variables.

Study results revealed that relationship of all 14 observed variables revealed that the relationship of 91 pairs of the variables differed from zero with a statistical

significance level of 0.01. The correlation coefficients among the observed variables were positive and the size of relationship ranged from 0.412 to 0.754. That meant a moderate to quite high relationship showing that the correlation value between each pair of variable was not highly correlated as no value was higher than 0.80. It indicated that multicollinearity did not exit.The correlation coefficient between the observed variables using similar latent variables found that every pair of variables was correlated with a statistical significance level of 0.01. 6 pairs of the variables had the size of relationship at a moderate level and 24 pairs at rather high level. The variables that are correlated at the highest level were economic value (ECVL) and quality value (QUVL, r =0.754 and the variables that are correlated at the lowest level were social value (SOVL) and economic value (ECVL), r = 0.542. The relationship of every pair of variables was positive. The correlation coefficient between the observed variables using different latent variables found that 35 pairs of variables had a moderate level of relationship and 26 pairs of them had rather high level of relationship. The variables that are correlated at the highest level were process (PROC) and economic value (ECVL), r = 0.686. The variables that are correlated at the lowest level were people (PEOP) and social value (SOVL), r = 0.412. The statistics obtained from the analysis meet the standard criteria for congruence and can be conclude the results for developing the structural equation model of customer satisfaction in outbound tour operators in Thailand that customer experience management and customer value factors have positive direct effect on customer satisfaction and customer experience management factors and also positive indirect effect on customer satisfaction through customer value with statistical significance.

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CHAPTER 1

INTRODUCTION

1.1   Background and significance of the study

The number of tourists worldwide has been increasing since the 2010 crisis with an average annual increase at 4 %. The number of tourists travelling around the world increased by 4.4 % to 1,184 million in 2015. However, the increased statistics may be caused by exchange rate fluctuations, increased security, and oil price reduction (United Nations World Tourism Organization: UNWTO, 2016) Thus, it can be seen that the international tourism has been expanded and is likely to keep expanding into the future.

The continuous statistics increase in each year causes a positive and negative impact particularly the positive effect in the aspect of worker employment. The G20 meeting in Antalya, Turkey focused on the creation of tourism industry employment, the increased economic growth and the income inequality reduction between high income earners and low-income earners from the employment creation (United Nations: UN, 2015). Almost 10 % of the world Gross Domestic Product (GDP), was tourism accounts. It also created more employment for women and youth. Additionally, based on the World Tourism and Tourism Council (WTTC) statistics in 2015, it was found that 107 million jobs were created (3.6 % of total employment and 3 % of GDP). There were also about 284 million jobs that directly and indirectly support tourism, which was considered to be one of the 11 jobs being hired worldwide. However, employment was expected to increase to 136 and 370 million jobs in 2026, which would be one of 9 jobs being hired worldwide (UNWTO, 2016) From what has been mentioned, it can be that tourism can create employment and income for people around the world both directly and indirectly relayed to tourism industry, creates jobs for women and youth to reduce gender employment inequalities

in society, and reduces income inequality between high income earners and low income earners. Additionally, it is also consistent with Agenda 2030 with the aim at reducing the poverty of people around the world. Tourism can contribute to poverty reduction from employment (UN, 2015).

From the global employment context consideration, it was found that tourism can increase the gap between the rich and the poor reduction. In Thailand context, it was found that employment in the tourism sector was one third of the non-agricultural sector. There were 3.02 million people working in the tourism sector in January, 2017 with females being 8.6 hundred thousand more than males (National Statistical Office, the Ministry of Digital Economy and Society, January 2017). This was consistent with global statistics that found that tourism encouraged more female employment (UN, 2015). Additionally, when the income from operation and added value of business establishments from the National Statistical Office was considered, it was found that the service sector had a higher percentage of value added than product sale sector. The value added to revenue is also higher than all business average at about 20 % (National Statistical Office, 2012), that is the ability for service sector to have value added income will create tourism industry employment. When each tourism-related businesses such as travel agencies, accommodation, restaurants and beverages, souvenirs and transportation was considered, it was found that the outbound tour operator income is likely to decrease due to the continuous expansion of Free Independent Travelers(FITs). While accommodation, restaurants and beverages, souvenirs, and transportation business is likely to increase incomes (Staff, 2010), from the phenomenon of international tour business that is in the opposite direction of other tourism services businesses may be due to the continuing growth of online reservations, namely, the increase of self-management tourist s (Saro, 2014) including travelling behavior (Raluca,Gilet, & Stefania, 2013) and the management that is also more complex than the local travel agency because outbound tour operators have both the rules and procedures for doing business both domestically and internationally to consider leading to the complexity of the business (Dahles, 2002; Dritsas, 2006). Therefore, it is evident that international tour industry is an

interesting business to study because there are currently limited studies in Thailand on the topic.

The academic perspective based on reviews of 40 researches in Thailand, most of which were studies conducted on tourism industry that focused on hotel and tourist attraction. However, there were a small number of studies conducted on travel agencies (Almagor 1985; Cohen 1982; 1985; Fine and Speer, 1985; Katz, 1985; Pearce 1984; El-Sharkawy, 2007; Skanavis and Giannoulis, 2010). This may be due to the difficulty of gathering and accessing information because of the limited number of foreign tour operators when compared to the tourism business in Thailand. (Amazingthaisea, 2560). Additionally, academic and practical aspects paid attention to customer particularly the valued provided to customers from service industry (Storbacka, 1992,1993,1994a, 1944b; Storbacka and Luukinen, 1994), because there is no tangible objects or products so it is the customer experience gained from the service provided by the business before, during, and after the service (Fisk,Brown & Bitner,1993; Hill 1999; Zeithaml Bitner &Gremler, 2006; Araujo and Spring 2006). If satisfied, it will make the tourists being more likely to repeat the service (Pritchard & Howard, 1997; Oppermann, 2000; Alexandris, Kouthouris,& Meligdis,2006; Yuksel & Yuksel, 2007; Chi & Qu, 2008). Therefore, service businesses that center on customers need to consider the aspect of customer value, which is a part that will contribute to profitability and the ability to remain in the service industry. Therefore, it is evident that studies conducted on customer value in outbound tour operators can lead to an increase in international travel industry revenue and operators in the in the future.

From the above, it is therefore important to conduct a study on the outbound tour operators. The study focused on the relationship among the customer experience management, customer value, and the satisfaction of tourists to lead to more academically studies to be conducted on the outbound tour operators and to present the observation from this study to outbound tour operators in the country to increase profitability and sustainable operation in the international tourism industry in the future.

1.2   Research questions

1 . What are the factors related to the management of customer experience, customer value and satisfaction in international tourism business?

2. How is the structural equation model, which relates to the factor on the management of customer experience, customer value and satisfaction in international tourism business?

1.3   Objectives

1. Study factors related to the management of customer experience, customer value and satisfaction in international tourism business.

2. Develop a structural equation model in managing experience value and customer satisfaction in international tourism business.

1.4   Research scope

This research was a mixed method of qualitative and quantitative research. The sample of this study was customers who come to use the services provided by standardized outbound tour operators that were registered with the Department of Tourism in order to develop a structural equation model of management of customer experience, value and customer satisfaction in international tourism business.

1. Scope of content

The study focused on the customer experience management, customer value, and customer satisfaction. It also focused on the structural equation model of

customer experience management, customer value, and the satisfaction of Thailand's outbound tour operators.

2. Scope of population

2. 1 For qualitative research, key informants were university professor, academics, customers that had used services provided by outbound tour operators, and outbound tour operators.

2.2 For quantitative research, key informants were customers that had used services provided by outbound tour operators and standardized outbound tour operators that were registered with the Department of Tourism.

3. Scope of area

The setting is service area for standardized Thailand's outbound tour operator's customers that were registered with the Department of Tourism.

4. Scope of time

This research took approximately 1 year from April 2017 to April 2018.

1.5   Operational Definitions

Customer experience management refers to the process of creating satisfaction on product and service that results from interaction between the customer and services through the marketing mix: service, pricing, channels, promotion, employee, process, physical, characteristics, property atmosphere, product adjustment to meet customer needs,   participation by customer feeling before, during , and after the service use with the aim being to provide customer experience management that would result in good experience, customer satisfaction, and customer value for services and product for long-term benefits in the outbound tour operators.

Customer value refers to the value of service received by customer from positive experience delivery across all service touch points to meet the customer needs to result in customer satisfaction accumulation receives from delivering the service and the benefits that results in customer conviction and faith in the service with the value reflected through 4 aspects: social, emotional, quality, and economic.

Customer satisfaction refers to a person's positive sense or attitude toward a service that occurs. Individual satisfaction varies depending on experience and value received. The key factors that determine customer satisfaction are as follows: 1) Equality of Service, 2) Customer Expectation, 3) Service in time, 4) Service enough, 5) Customers Perceived Value, 6) Continuous service, 7) Progress of Service. Such satisfaction can be recognized by the comparison between expectations and perceptions of the factors mentioned above for satisfaction to occur after the customer evaluates the goods and services he / she received.

A tourist refers to a group of customers who travel to different places for physical leisure, mental leisure, and other benefits.

Outbound tour operator refers to a standardized establishment that brings tourists who have domicile in that country to travel to foreign or non-domiciled countries and is registered with the Department of Tourism.

Outbound tour operator tourist refers to a customer who uses the services provided by outbound tour operator with standardized establishment and registered with the Department of Tourism.

1.6   Expected Benefits

1. Academic benefits

1.1.   To enhance the research database for future researchers to study the outbound tour operators in the aspect of experience management and satisfaction factors that influence customer value.

1.2. To enhance past research on factors influencing customer satisfaction in the service industry.

1.3. To fill the gaps in studying the behavior of Thai tourists traveling abroad using outbound tour operators in the aspect of customer satisfaction that can lead to enhancing other academic aspects in the future such as the motivation.

2. Management application benefits

2.1. Presenting and exchanging knowledge from the research in academic seminar forum on the outbound tour management and to create the network of outbound tour operators to exchange knowledge.

2.2. Enabling outbound tour operators to develop and create innovation in business services that are consistent with research to guide changes, improve and develop outbound tour strategy to result in effective operations that focuses on customer values and affect the business profitability in the future and sustainably increase the competitiveness.

2.3 The research result can be used to guide the strategic planning of outbound tour operators and to enhance the capacity of the outbound tour operators to be sustainable further.

3. Policy benefits

3.1. The knowledge gained from the research can be used for planning, adjusting, and implementing the strategies to improve outbound tour operators.

3.2. New knowledge or skills can be used to manage the integration of operation process for outbound tour operators to be competitive. It can also be used to inherit business further.

3.3. The knowledge gained from the research can be transferred to outbound tour operators and a platform to exchange knowledge on outbound tour operator management.

4. Commercial benefits

4.1. The outbound tour operators can use the study result to guide the focus on customer service in the aspect of the importance of customer value to increase profits and let the business survive in the internationally tourism industry in the future.

4.2. The outbound tour operators will know issues that would create the customer value, customer experience management, and tourist satisfaction.

4.3. The outbound tour operators will know the attitude of tourists more in order to respond to customer value through the experience management and customer satisfaction.

CHAPTER 2

LITERATURE REVIEW

The researcher has reviewed related research and literature reviews found that outbound tour business is accordance with goods and service improvement strategy which was focusing on tourism promotion since Thailand will enter to ASEAN Economic Community (Department of Trade Negotiations, 2012) contribute revenue to entrepreneur by. The development of a structural equation model in managing experience, value and customer satisfaction in international tourism business.

Studying the literature review, theory including related studies from domestics and international is to understand definition of variables. This research is mixed method by collecting and analyzing qualitative and quantitative information. The objective of the research is 1. Study factors related to the management of customer experience, customer value and Thailand's satisfaction in international tourism business and 2. Develop a structural equation model in managing experience value and customer satisfaction in international tourism business.

The literature review of this study is represented as following topics

2.1 Context of outbound tour operating

2.2 Literature review

2.3 Customer Experience Management

2.4 Customer Value

2.5 Customer Satisfaction

2.1 Context of outbound tour operating

Tour operator refers to a business related to management or service and facility for travel, accommodation, food and beverage, tour or other services for tourists. Travel services will be provided either to tourists directly or through travel agencies, moreover, they might be offered as package included transportations, accommodation, food and beverage as well as tour. Tour operating business is different from other business in tourism industry in term of package tour since this business plays a role as a medium between suppliers and partners of contract such as hotels, transportation providers, restaurants with customers or tourists.

Tour operators are classified as following:

1.1 Tour operators are classified according to characteristics of tour service.

Domestic tour operator refers to travel in tourist's hometown and in domestic, for example, traveling in Thailand.

A tour operator which brings foreigner tourists travel in the country is known as inbound tour operator such as British or German tourists travel in Thailand.

A tour operator which brings local people travel overseas is known as outbound tour operator such as Thais go traveling Hong Kong or USA.

1.2 Tour operators are classified according to characteristics and scope of services such as package tour, which offers package with lump-sum price, and a tour operator which tourist attractions and duration are specific and travel with other tourists as group tour is categorized into 2 types include:

1) Escorted tour, this type will be leaded by tour escort who will provide service and facilitate tourists along the trip.

2) Unescorted tour, operating as package tour without tour escort facilitated along the trip. Tourists will have a voucher that shows service details and pass this voucher to the service providers such as hotels, tour operators and amusement park

A group inclusive tour is offered to specific group according to what groups of tourists are interested in such as club's member, association or organization by taking them to visit and see local culture, which probably are temple, and palace or natural travel such as bird watching, trekking and hiking, or sport tourism such as golf and scuba. The member of group tour is mostly around up to 15 persons due to save cost for transportation and expenditure.

A foreign individual tour and domestic individual tour operates tour according to tourist's requirement such as preparing transportation for picking up at an airport or a transport station, meals, or taking tourists to tourism attraction which includes in the program.

A specialty intermediaries/ channels operate as medium between suppliers such as hotels, restaurants, tourism attraction, etc. with customers. This type is offered as award or for exhibition or tour operator who is authorized by the company or tour agency.

Business nature of tour operator

Tourism business operations are complicated because operators shall know quantity and quality of existing tourism attractions including service providers. Some tour operators also operate other businesses such a hotel, restaurant, transportation to accommodate their tourists. A travel/ tour wholesaler operates by purchasing services from suppliers as bulk such as hotel rooms, tickets or transportation. This type of tour should be planned and consists of 2 types namely, depart – return to designation such as air ticket and the service which will be provided at the destination such as food, tour, hotel, and so on.

Tour operator's products and services

Products and service management in tourism business are classified as follows (1) provide package tour (operated by travel/ tour wholesaler) to tourist.

- To be ticker dealers for all types of transportation such as air ticker for Thai and international airline.
- Provide service in booking hotel, preparing transportation, booking air ticker, renting a car, restaurant, souvenir shop as so on.
- Preparing visa for entering country and travel insurance, bill of exchange and exchange foreign currency
- Transfer in and out for tourists from an airport to a hotel as well as tourism attraction and return trip including tourist' luggage
- Sell souvenir and travel guide throughout travel suggestions
- Publicize travel services to tourists

Operating tour as the dealer for goods and travel service is not required high investment and necessary to have stock. The operator will order the goods and contact service providers once the tourists call so operating tour as a dealer takes lower risk than wholesaler. The dealer has close relationship with tourists and can offer travel wholesaler to tourists and a dealer could be representative for several travel companies.

The dealer earns commission from 10% of selling travel tickets as bulk and 9% of booking air tickets, moreover, receive bonus 2.5% if achieve sale target. Income can be classified as follows.

- Commission from selling air tickets, booking hotels, car rental and cruise
- Commission from travel insurance, bill of exchange and currency exchange, penalty for canceling tour, discount from operators (excluded commission) and preparing documents for tourists such as visa.
- Interest from short term investment by using deposit
- Profit from selling package tour (just in case, producer is tour escort)

- Commission from providing suggestion to tourists to buy souvenir around 20-40%, being ticker agent for all transportations such as air tickets for a travel company established in Thailand and overseas.

Market components of tourism industry

The organization shall understand component of a market before launching marketing strategy about tourism industry, the component of a market in tourism industry are classified in 4 sections which are (Pimonsompong, 2003: pp.18 – 21)

The sellers are suppliers including sub-suppliers until big suppliers. In tourism industry, suppliers refer to transportation providers (airline, car rental, cruise, inland transportation such as bus, van, etc), accommodation providers (hotel, guess house, motel etc.), restaurants, tourist attraction (created by human and nature) and other travel service providers such as travel guide. Besides, referring to the organization where support tour business in both government and private sectors.

The buyers are a person who buy goods and use travel service. In this study, the buyers are classified into 5 groups as follows.

1. Leisure travelers who travel for fun and relax or visit friends and relatives
2. Business travelers who travel as a part of work
3. Travel for specific purpose such as for healthy, education, religion etc.
4. Corporate
5. Individual consumers

The intermediate is known as a medium between suppliers (operators) and buyers (customers). The intermediate is classified into 2 groups, namely the dealer and the producer a good for tourism.

The market refers to group of people who use money to meet and fulfil their requirement. In tourism market is classified into 2 groups such as leisure travelers, business travelers. Both markets are the primary income for tourism business and it

can be divided according to market segments such as age, sex, income, geography, attitude, buying behavior, etc. The marketers use these market segments to analyze specific customer's requirement such as market segment for Concorde airline is high-end customer and high travel experience while the market segment for low cost airline is low income people.

As mentioned above can be concluded that tourism businesses can be classified into 2 types which are Direct tour business, which are transportation business, hotel business, restaurant and so on, and Supported tour business, which are grocery shops, beauty salon shops, drug stores and so on. The supported tour business is attractive and more effective to tourists according marketing concept form the old and new marketer generation. The marketers are able to see the overall image of tourism industry clearly by studying components of a market in tourism industry to develop marketing policy and strategy to achieve organization's objectives.

Distribution channels of tourism products

Distribution is a part of marketing mix. Once a product with suitable price is ready, the next step should be an appropriate distribution channel. Attempting to encourage and motivate customers to buy in vain if customers cannot find the distribution channel. Tourism products are different from other products, for example, buyers cannot transfer ownership to sellers and have no delivery service to customer, customer should visit the shops in specific area so distribution channel should be selected carefully.

The situation of outbound tour operators in Thailand

Previously, the expense for traveling overseas is too high so some travelers cannot reach that price, however, recently there are more choices for traveling overseas to meet variety of customer's requirement especially customer's finance. In 2015, the countries, which were facing with economic crisis, have been focusing on

tourism business to stimulate the economy so the competition of this business was aggressive. Besides, reducing oil price and new airlines have entered to the market would be the important factors. According tourism world organization, the outbound tour business will be expandable continuously and increase in the future. In this situation, from this situation, the outbound tour business needs to study the management approach including new strategies   In management to enable value creation customers, in order to achieve satisfaction and a guideline in developing and upgrading standard of service to be effective through a management process that benefit customers and the success of business operation.

According to literature review of the context of outbound tour operating, it can be concluded the definition of outbound tour operating for this study which is the establishment that take tourists who have domicile in that country travel to foreign destinations or non-domiciled countries and it is a standardized establishment and registered with the Department of Tourism. Including the important to further develop supplementary factors for development strategies and also upgrade standard of service to be effective through a management process that benefit customers and the success of business operation

2.2   Literature Review

In this study, there are related 3 factors for tourism business which are 1) Customer Experience Management 2) Customer Satisfaction and 3) Customer value for outbound tour operators as follows.

Experience Management

Customer Experience Management (CEM) is to provide good experience to customers by encouraging them enjoy buying and using service that they have never touched before resulting in sustainable and long term relationship with customer due to accumulation of satisfaction and impression. Customer Experience Management is based on Total Experience which is the key to build up strength relationship with

customer in short term and long term relationship. Total Experience is accumulation of impression at contact points such as an office, a shop, a counter service, an automatic machine, website, a car parking, waiting point or advertising letter (Srichayaphumi, Pongyeela, & Visalapornm, 2 013, pp. 2 1) . In summary, every customer's experience from contacting anybody at every point or office of the company, customers can perceived the experience from every point. It will accumulate as a group of experiences, which will be a tool in determining the strength of the bound the customer has towards the company and a gravitational force from the company competitors.

2.3   Customer Experiential Management (CEM)

Customer experience management means the process that manage customer's total experience with goods and service by apply strategy to deliver valuable experience to customer at touch point. This is a tool to retain the existing customers by building up valuable experience at points of contact created by companies such as advertisement and all communication channels which these are experiences could happen in every touch point (Schmitt,2 0 1 0 ,pp. 7)   and focus on interaction of customers with goods and service and impress customers to encourage them to buy again(Kotler and Keller, 2 0 0 6 ,p. 1 8 8) and the experiences depend on customer recognition and believe and benefit to customers resulting customer satisfaction (Smith & Wheeler ,2 0 0 2,pp. 4 1 -5 0). Besides, interaction between companies and customer to motivate and create customer experience at points of contact (Shaw & Ivens, 2 0 0 2 , pp. 4 1 9 -4 3 8). Customer experience comes from direct and indirect situation, for example, direct - buying goods and service and indirect - introducing products and services through brand, communication, advertisement and media (Meyer and Schwager, 2 0 0 7,pp.1 1 7-1 2 6). Interaction between the customer and the company in terms of products and services in all parts of the reaction is a personal experience of the customer at various levels. This is a matter of reason, emotion, touch, physical and spiritual appearance (Gentile, Spiller, &Noci, 2007,pp.395-410). Customer experience is combination between the company and physical

characteristics and performance as well as emotion. It is the process that manages the total experience with products and companies.

The academics have provided definition of Customer Experiential Management that is Total Experience is the key to create emotional attachment resulting good short term and long term relationship with customers. Total experience causes from accumulation of Impression of Interactions which happens at touch points designed by each company to strengthen customer relationship with a company and build up brand loyalty. This is strategy that focuses on individual customer, focuses on process instead of outcome since the target of Customer Experiential Management is to push a product or a company involved with customer life by paying attention with customers at touch point before and after sales or (Changchenkit, 2006, pp.61-62). It is a service at every touch point to impress customers by considering customer targets and needs to get a good business experience and transfer valuable experience to customers (Pipatpokakul, 2007, pp.63).

Besides, it means strategic process management through total experience involved with products, services, brand and companies instead of customer relationship management. It focuses on customer service process throughout production to ensure all customers satisfy with products and services that they buy and to create valuable experience to customers resulting brand loyalty to the brand and company and they shall introduce the goods and service to their friend mouse to mouse. Managing customer experience, customer satisfaction is a key for success. The activity or action of any brand, product, and organization must be related to and relevant to the customer's life. The management should have capability to integrate both science and art in management and marketing seamlessly so that it can achieve success and create value from the service (Lohthongkam, 2007, pp. 99-101)

According to literature review, it can be concluded that customer experience is to manage touch point at service points for before and after sales to meet customer satisfaction and lead to repeat ordering or using service to contribute profitability of organization.

Customer Experience Management Process

Customer Experience Management is new marketing concept to change marketing perspective by focusing on customers instead of products and services. The company shall study what customers need to experience with products and services and design the products and services, interaction with customers to meet customer satisfaction and create valuable experience to customers. Studying customer demand and specifying standpoint of market reflect customer satisfaction to know the true customer experience and asking customer feedback to improve products and service resulting in success in business. In addition, creating a customer experience is also a way of creating an attitude both of positive or negative towards the customer. This may come from the experience that customers face with those things continuously which cause imprint in their mind lead and difficult to change the image. With that, organizations or companies try to create or change attitudes and image including organizations, products, and contact points. Customer experience management involves several important steps. According to framework of the customer experience management process, the objective is to satisfy customer by the product and service through total experience. It is divided into 5 stages (Schmitt, 2010, pp.17-18).

1 . Analyzing the Experiential World of the Customer is analyzing customer needs at different time intervals or experiences or assess the customer experience at each touch point, including the lifestyle of the customer such as before using services, in services and after services and so on. To design services that reflect customer needs and defined service standard to be followed including to reflect the customer impression when they come for services. Analyzing customer needs can be done both of direct and indirect. Direct analysis is in-depth interview, group of conversation by analyzing gender, age, nationality, resident area, lifestyle, taste, and analyzing competitors to compare the traditional service quality to the modern. Besides, analyzing customer is to know who customers are what customer needs and expectation from using products and services, what customer behaviors are to meet customer experience in buying stage appropriately. In addition, the social, cultural trends that will affect the customer experience will also be explored, moreover,

studying competitors how they treat customers and how they provide experience to customers to understand what customers want and trend to change customers experience.

Analyzing the Experiential World of the Customer is necessary to execute by classifying customers according to targets clearly, what are the channels able to transfer experience to customers and which channel suit to which customer targets. The company shall communicate their image to inside and outside organization to know standpoint of the organization. To specify framework should analyze which point is touch point, which touch point has highest customers, which touch point affect to other touch points. Contact points that touch the customer's point of contact, such as contact points, media outlets, television, radio, newspapers, in the use of social media. It is necessary to understand the functions of each type of media in order to meet the objectives and the needs of the owner and customer in the same direction and peak performance, for example, recently social media plays important role with customer lifestyle. This type of media is suitable to group of people at age 21-30 years old (Gen Y). This generation like searching information about products and services before making decision to buy depend on personal skills and what they like. Some customers prefer buying online to shopping outside. If they have got issue with products or services, they will use the same channel to claim.

2. Building the Experiential Platform is to define framework of customer experience by acting as media to communicate to target and get customer feedback from inside and outside organization. The company shall define standpoint of products or service, introduce benefit to customers. With having information about the customer, businesses or organizations must clearly define what they want to sell, which is believed to be the most impressing customer experience. The selling points must be defined in the wide picture of business and enough in depth detail to tell the customer what the experience is after using the product or service to lead the word "Superior performance". Positioning is represented as a customer experience management strategy that will lead to practical process. Next, this standpoint is applied to create customer experience by brand building or service such as physical, utility, design, emotion and aesthetic that customers would experience with

interaction through good service which is channel to contact customer widely and suitable. Innovative experience is to offer new things to continuous improvement to increase value of customer experience. Customers will touch through 5 senses, namely 1) Visibility which creates a memorial to recognize that this product exists, 2) Smell which creates a recognition of goods and services, 3) Taste which creates service attraction to encourage customer to return, 4) Touch which created recognition of touch, and 5) Sound which create emotion to identify touch points throughout the organization (Changechanekit, 2006, pp.34).

3. Designing the Brand Experience: planning and designing brand experience start with practicing overall structure of customer experience in designing strategy to create feeling toward the brand in form of visualization and sensation for building experience from product qualities or services. These lead to designing unique experience which using physical brand characteristics and customer internal feeling to create relaxation, enjoyment, fondness and amazement. The process of designing customer experience, after analyzing all points that customer experienced, in this process the company must consider the details of each process that could create any value to customer. In designing experience should create specific and unique experience characteristic of the company. Good planning and designing for target customer group contain 2 main factors which are 1) Physical characteristic of the product, if needed to use online networking communication technology such as website or in another form of which customer can see or feel when using it, these were needed to be well designed, all the information must be correct, suitable and beautiful coloring and functioning. Furthermore, businesses that use e-commerce should consider improving their website system. Because building good experience, the service must have no error. When the great amount of customers using the website at the same time, it could cause website failure and the customer would not be able to use it, this needed to solve through website system to support the high volume of customers. 2) Internal feeling of the customer, the company needs to set the feeling of needed customer to express to the target group which may use sign or doll as its representative to represent its business characteristic.

4. Structuring the Customer Interface or Changing Touch Point, to add on customer experience to be more splendid and remarkable; Structuring customer interface, for experience before buying or receiving services by making an appointment; for experience during buying or using services by giving information; and for experience after buying or using services by asking for feedback. Designing great customer experience strategy is to see from 'Outside in' (Base on customer feeling toward the company) instead of 'Inside out'. Structuring interface must think about experience, physical characteristic of the brand or services that customer could sense and customer thought on product or service of the company by connecting experiences together starting from before buying, during buying and after buying.

5. Engaging in Continuous Innovation, strengthening experience, as customer experience can be replaced from another experience from another company, the process of strengthening experience and creating new innovation continuously is the process that keep reminding customer to remember good experience from the company and the company needs to emphasize in creating new positive experience to the customer or choose to create surprising experience for what customer can receive to get good experience by the innovation that business needed to improve which may be both in improving new product or improving current innovation or may be creating or changing marketing innovation to create new marketing experience for customer.

The importance of customer experience management

The main point in creating unique customer experience is to create details of service composition which can be felt with 5 senses which are sight, hearing, taste, smell and touch by sticking with each experience on every process which weighing each of 5 senses differently on different type of business. Customer experience management is to considering the using of every touch points that customer will experience in using the service that of which experience will be the need of the customer and anything else that the company need to provide in addition to create sensory and remarkable experiences. These are needed to be identified and then offer that service to the customer. These are considered as tools for service design. These are to grouping the needs of the customer and then design the service for customer to

get them to receive consistent experience following their needs. The result of the service design is a service standard that the company can use as a standard for employee to adhere and also deliver this standard service to the customer.

Customer experience management is a tool using in finding customer expectation, using in designing experience and making it as a service standard of the employee. To create great services for customer, the great service must be outstanding and differ from others, it helps create good relationship between the brand and customer while customer experiencing company's service. In the future of business competition, general service business, such as consumer goods, will be in a high competition which is less likely to survive. Those who can create differences and creatively design the service which will create the most memorable customer experience last long. The foundation of every service businesses is to care for customer which will then make the customer start to use the service repeatedly until customer feels that the service is a part of their life. Every service business must make their service relating to customer everyday life and in that activity also can provide the variety and difference at all times. The additional service will make customer gain more experience continuously. Company must finds suitable service to deliver to customer, which are goods and service that ready to be delivered to the customer, These create more value on the goods and service which are business advantages delivering experience to customer (Pipatpokakul, 2007, pp.63).

The word 'Touch points' in service are touch points which each of them creates experience for target customer which are 1) Touch point before buying is an important touch point. It is the first touch point which could lead to customer buying decision. It is a service touch point that aims to influence customer to the process of decision making. This touch point includes information both from face to face and mass communication for example, friends or acquaintance, direct mail, internet and advertisement etc. 2) Touch point during buying is a touch point that customer pass their consideration, or all touch points that make customer making their mind to buy. Normally it is a physical touch point. These touch points are consist of the first people who make contact with the customer such as sales, shop atmosphere, payment condition, goods display, customer care etc. 3) Touch point after buying is a touch

point that creates customer experience such as goods, warranty, customer service and customer satisfaction survey. These are touch points that occur after selling including using product or service which is called 'a real experience'. These also help supporting to make decision in buying. Touch points in this group are goods installation, customer service, warranty, customer feedback survey and product maintenance etc. and 4) Influence touch points are group of touch points that make customer gain or loss and alternatively get impression on the company for example annual report, report from analyst and internal newsletter etc. The above 4 touch points can connect with customer buying process cycle which starts from before making decision, during making decision and after making decision including making alternative customer surprising experience. As above can conclude that building brand and service is about creating experience which come from everything that surrounding goods or service which are needed to be neatly designed which can be sensed by creating acknowledgement to the target customer group and leads to that brand or service reputation (Dunn & Davis, 2002, pp. 59-60).

Customer Experience Management Strategy

As the conceptual idea of customer experience management (Schmitt, 2003,p.7) which affects customer experience affecting overall satisfaction of both create value in using service or buying goods and also increase company profit (Baker, Parasuraman, Grewal, & Voss, 2002, pp.120-141). The 5 processes of customer experience management lead to using strategy in customer experience management strategy which has many strategies that involving with customer experience management (Peter C.Verhoef et al.,2009,pp.31-41). There are 1) changing social environment 2) service interface/service interaction 3) changing physical environment/retail atmosphere 4) price 5) multichannel interaction/ alternative channels 6) brand performance/retail brand. These strategies consistent with business succession and survival study in these days. The business success is needed to pay attention to customer buying experience and customer experience. Customer experience management is one of the main strategies that focus on the

process of or running business that emphasize individual customer needs. The significant aim of customer experience management is to build customer satisfaction. The significant factors of customer experience management are brand, price, promotion, supply chain management, location business, advertising, packaging & labeling, service mix and atmosphere. These factors are for improving customer experience, for customer satisfaction and increasing business profit (Kamaladevi, 2010,pp. 37-54).

Customer experience management with the moment of truth

Customer experience management is a process focusing on each individual customer by trying to follow up the customer feeling at each touch point starting from before buying, during buying and using product or service. Thus, creating impression is needed for creating good customer experience. First impression is when customer has come to learn the business or organization. A sincere smiling and greeting are what customer needs as well as open minded greeting because, customer is an important person. In any businesses, customer is always an important person. The most valuable thing of the organization and business is the customer. Good customer service will help business running continuously because, customer who impress in the business, is likely to recommend the organization or business to their friends and acquaintances. The influence of word of mouth is important for running the business. Moreover, employees must be good listeners. The most important thing in business is to know what customer want and how customer feels. Truly asking question and listening what customer trying to tell are needed to do and notice continuously on everything included words, tone and customer respond. These are to impress the customer and create satisfaction. The most valuable second is the second of service that business and customer are interacting to each other. The business needs to do their best since customer come to receive service until customer leave. The good service should place an importance on natural tone and gestures because these will help impressing customer effectively (Pipatpokakul, & Thephusdin Na Ayutthaya, 2008).

Creating impression is very important to service and creating impression for customer or in another word "Creating First Impression". Because delivering service that employee could understand what customer wants is important. There are 2 important parts which are the service mindset and prioritizing improvement issue. The initial significant issue is the moment of truth occurring when customer respond to immediate acknowledged treat and make decision on the quality level of the service receiving at a time. An analyzing of the moment of truth will help understanding delivered service quality level and then be able to improve that service quality quickly and also can recheck the improved service result (Am-Muang, 2012, pp.15).

Identifying moment of truth: Service process should start with all the touch points that customer can interact with the business and sense with all 5 senses which happen before, during and after being served. For spa business, when a customer called the spa asking for activities schedule and spa programs as additional information to make a decision, but if the contacting processes needed to face automatic telephone system which had to wait too long for the line transferring. These can create bad first impression which causes customer to have less decision making on receiving the service. This could also happen the same way with tourism business. Thus to prevent failure identifying touch points of delivering service, the entrepreneur should think ahead and make a list for what would happen in real behavioral event at each step, which touch point would be delivered to create customer impression. Furthermore the waiting atmosphere is also counted as a touch point. Therefore, every service process of employee service affects customer experience and satisfaction.

Evaluating each touch point impression after identifying all the touch points from before, during and after being served, should also have an evaluation on each touch point by assuming the role and situation that if customer needed to be served, what should business do. If an entrepreneur needed its outbound tour operators being outstanding in service, what should it change or improve. These things can do by setting an importance of things that needed to change including service staff involving in presenting the first thing that needed to change. This must has a strong effect of the positive development. If the staffs could clearly change the most impact issue on their customer satisfaction, it would be the most effective human resources. All teams and

staffs should take part in improving service mind quality to be even better and better. Creating good first impression is to grow good feeling in someone else heart, if these good feelings repeatedly occurred, these would be company benefits and could certainly say that this is a professional service (Polsrilert, 2011)

Therefore if an outbound tour operator needs to increase impression level or makes their customers feel beyond their expectation and impress, they can use customer experience management idea as a support by surveying before customers being served which touch points they could sense such as company's website, news on newspaper and international tourism leaflet etc. After that trying to survey on which touch point that customer could sense when they come for service such as shop or company location, company image, atmosphere including staff greeting whether is it friendly or not, information board in the company or website are clearly display and well communicate or not etc. These are counted as moments of truth which are very important because if customer get bad touch point, or get bad experience, this leads to negative word of mouth. An outbound tour operator must prepare all touch points because they can be blend into one experience and this means it will be an image of outbound tour operator in the customer mind.

From the study of outbound tour operator's customer expectation analysis and research of international tourism business case, found that even there were lots of definition or meaning of service quality, the most important thing which was acceptable in marketing was to focus on service that meet the customer needs by focusing on service that goes beyond customer expectation. This research focused on analyzing various specific components that were important to customer who used international tourism service in the country which found that there were a few studies in this topic. The aim was to find evaluation principle for measuring specific international tourism service score by customer and accessibility of learning service quality following the set evaluation principle which evaluated from the difference between customer expectation and the needs being served. After analyzed service jobs, found that there were many significant components in running business but there were some components having significant effect which were 1) convenient accessibility place, this might mean shop, office or website of the company 2) office

or shop decoration that reassure and comfort for decision making to buy the service 3) environment components of service that creates customer impression. 4) friendly and neat service by the staff or employee 5) good reputation (good image) (Alen, Fraiz & Rufin, 2006, pp.245-262) 6) variety of products which are interesting, good timing including service components quality (in international tourism includes hotel, transportation and food etc.) (Kuchareontawon, 2011, pp.11-12).

Apart from the study of the influence of customer experience management that affects customer loyalty in buying goods in Big C superstore of Thailand, found that customer experience management components affected satisfaction and loyalty behavior of customer by increasing buying target, repeated buying, word of mouth and increasing share of wallet. The customer experience management components were 1) Brand 2) Price 3) Merchandises 4) Product availability 5) Accessibility 6) Advertising 7) Packaging 8) Service mix 9) Atmosphere 10) Satisfaction of employees 11) Sale promotion (Wijaithammarit &Taechamaneestit, 2012, pp. 473-477) Furthermore, the study of the influence of customer experience management that affects customer satisfaction and loyalty in coffee shop business service, found that quality of customer experience management in various 8 dimensions which included accessibility, competence, customer recognition, helpfulness, personalization, problem solving, promise fulfillment and value for time. Each dimension had an effect on customer satisfaction (Senjaya,et al, 2013,pp. 2-4).

Including with assignment from building Japanese customer loyalty in coming for leisure in Thailand, was also shown the case of building customer experience in receiving outbound tour service and there were related factors which are product, price, place/distribution, promotion, people, process and physical evidence that lead to value and admiration in service that shown through loyalty (Krobprachaya, 2015).

From reviewing literature, ideas, theory and studying customer experience management factors that affect running outbound tour operation, found that empirical factor of customer experience management that used in this study were 1) product, brand or service 2) price 3) place 4) promotion 5) staff 6) physical evidence 7) process 8) atmosphere 9) improving products and matching with customer needs

10) involvement. These were consistent with the majority of marketing main ideas in marketing mix (Kotler, 1997, p.92). These could be shown empirically by extracting factors and also could explain the related factors as follows.

1. Product/Brand is a thing that seller delivers to customer and customer will get the benefit and value of that product. Generally there are 2 types of product which are tangible and intangible. Service is an intangible product because it is in form of service. Building trust and satisfaction in using service, business needs to create and present concrete object as a symbol of intangible service. Moreover in the part of product, it also needs to create brand which is a dimension that point out basic efficiency of product or service that need to express to customer. This makes customer understand that product/service for instance; main characteristic of product: durable, trust worthy, service, customer care, product style designing including unique and attractive service etc. These are consistent with the study in interaction between product or service image and customer satisfaction. In current economic situation, customer has increasing their needs, finding strategy to meet the increasing customer satisfaction is very important for service management. The result of study found that product or service image had direct relation with customer loyalty which also had direct and alternative relation through customer satisfaction as well. Thus current marketing service should place the importance on this as well. (Liao, 2012, pp. 631-642) This was consistent with the study of type of brand loyalty and customer buying intention. Loyalty service and rebuying intention showed that there were learning value quality and brand which were influence factors for brand loyalty and rebuying intention through satisfaction and brand bond which makes customer need to continue buying that product or service. (Mehdi, Mojgan & Masoud, 2013, pp.10-17).

Some different service characteristic from buying product are 1) intangible service, thus when the target group come to buy the service, there is no tangible goods that customer can touch like buying product. Therefore limitation of service is needed to make customer or user feels that it is worth for the money they want to spend. The thing that can create this feeling is impressive "experience". Business needs to find thing to help customer have impressive experience. 2) service is more complex than brand for example using hotel, spa, massage, outbound tour service. These services

are more complex starting from buying decision which normally occur before coming to use the service and considering conditional details of service, when customer come to experience real service. 3) irregular characteristic of service as each customer has different needs even the same customer may need different service in a different time. Thus service staff always needs to think of problem solving and responding the customer needs. 4) Service is in process which means the process occurs in the real time and end with no turning back. Many of services, the service provider must produce service for customer in the service or consuming time. Outbound tour operator characteristic has many details that are needed to consider and the service processes are related with various businesses which have difficulty and neat co-operation selection to gain customer impression. Therefore, building outbound tour operator experience needs to try to present leading tourism business which provide comfortability and smooth trip for customer to ensure they receive the best holiday experience including create memorable experience by creating experience differences which customer can receive and absorb good experience and when they receive good experience, the memorable experience will create bond and feeling to come back and use the service again.

2. Price means the value of product or service that shows in from of cost which affects buying decision and customer uses this as a reason before buying (Lagesses, 2001,p.59). Price is an important component showing quality that customer should receive. When the price is high, customer should also have high expectation in service quality. This is consideration processes of price before buying and past purchasing is also a significant factor that affects customer learning experience. If the customer know that it is overprice and it is not suitable, customer may find another service provider to complete their needs. However if the price is reasonable, this creates satisfaction which affects customer to come and using service continuously. Furthermore, price also shows customer budget, customer will compare between product or service value with price, if value is higher than price, customer will make a decision to buy. Decision influence factors are 1) internal factors which are target, aim of product or service of business organization, cost of product or service, product or service characteristic and product cycle 2) external factors which are resources,

flexible demand, competition characteristic etc. Thus, setting price needs to consider producer or service provider, seller and customer. For example, volume discount, commercial discount, cash discount etc.

3. Place is an activity relating to the environment in presenting service for customer and affects customer in learning value and benefit of presented service. This needs to consider suitable channel of presenting and should be consistent with customer needs. An important thing for running business is to get product or service ready for sale or serve which can also create influence on that product or service by making that product or service easy to buy or use. This affects customer evaluating on presenting channel and influence on learning product or service image. Moreover selecting servicing channel principle does not always depend on sale or service volume but depends on what is that product or service and what is the target group. For shop or service business, selling channels also include location which should choose suitable location for product or service. This needs to consider that product or service characteristic.

4. Promotion means a communication tool that persuades the needs and reminds product remembrance creating brand satisfaction and causing decision making which expects to influence feeling, belief and behavior of buying or it is a communication about information between seller and buyer to create attitude and behavior of buying. The communication may use advertisement through TV, radio and newspaper or public relation for instance product tester and leaflet or using salesman offer direct sale to customer such as communication via internet, email which should consider the suitability for the customer, competitor product, budget and each method relation. These should succeed the same target. Promotion and loyalty program are one of the strategy in customer relation management which work by knowing customer by collecting information such as gender, age, income including purchasing information, frequent buying, each spending or total spending then gathering all information, rearrange and analyze to understand behavior, habit and taste of customer. Then be able to screen and grouping customer and see which group a loyalty customer is who is highly likely to buy that product or service again, who then will create the most income to company, or whether is an un-loyalty customer

who is less likely to buy product again. From this we can manage customer relation suitability to the right group whether provide some rewards to persuade customer to use service more or keep customer coming or using company product by organizing promotion and reward for royalty customer etc.

Advertising plays an important role for the brand. Communication is a part of building brand to make customer understand the brand, product and service that producer needs to communicate to customer no matter with words, image, figure, taste, smell or sound by using communication tools to present information and persuade customer to learn that product or service including current public relation, advertising or communication processes which are facing the truth and new things in information related to personal characteristic and experience by analyzing personal information from based service and analyzing past purchasing processes including demands of product to create interest in customer and let communication increasing customer experience (Ansari, Essegaier, & Kohli, 2000, pp. 363–375). These help company be able to develop customer needs accessibility. Advertising and communication significantly affect marketing target customer group in form of various significant roles of advertising are very important to make a decision to buy. Advertising product or service lets customer know how to learn the product and service through media such as advertising via TV, radio, internet etc. Customers need to consider more on one decision. Using product or service especially intangible service by advertising is a part of experience factor following expectation level of occurred expectation and learning of customer and occurred experience. Furthermore having all communication channel with customer, using service and internal structure potential to build up interaction between organization and communication channel with customer such as virtual shop website, meeting, face to face communication including announcement through customer service, and coordination network etc. To let accessibility and building good relationship with customer is a crucial factor in building customer experience too. (Verhoef, et al, 2009, pp. 31-41).

5. People/Employee means customer satisfaction towards employee in service or service behavior that affects interaction between customer and organization. Employee is service provider who handover product to customer by taking care of

customer which is an important factor of customer experience management especially in service business because employer is a person who can build customer satisfaction in company product or service and also has an influence in making decision to buy or use service of customer. These relate and consistent with service quality handover (Gronroo, 1993, pp. 11-12). Service staff has service behavior that support service, which contains good manner, friendly, dispatch, eagerness in providing service. Information given ability, care for customer, customer learning service quality of the employee are things that customer can feels from employee work and learn the efficiency of the employee. These are counted as effects of customer learning of service quality. Moreover, interacting with customer makes employee as an image of the company as well as represent product or service provider who may let the customer learn quality and satisfaction. Business needs to plan employee strategy from human resourcing, selecting, training including persuade and set up service mind to make customer satisfaction. Business organization must have developing employee skill and profession in working and politeness with good appearance etc.

Employee or service provider in outbound tour operator, building internal business relationship in organization is count as placing an importance on employees to set the frame for business running by making an agreement with the group of employees in the organization because when employee love, believe and trust in the business or organization, then building product or service image will be more effective and will also doubling value in word of mouth. Furthermore, building internal business relationship is a main factor that create customer impression. Employee behavior is a factor that affects customer selecting service the most. Thus, employee and staff must understand their importance and treat themselves with respect. However the important role of employee is also attract and keeping well performance employee in the company, when service employee understand their importance role in creating customer satisfaction then they will make well service quality which customer satisfaction will bring sustainable profitability to organization. When all departments have well effective communication to employees, then the last target of well customer service will be delivered. At the end organization image will be in customer long lasting memory. Some needs will be changed. Therefore, caring

new era of customer must closely following them up. Apart from this, the management team can bring creative idea and customer experience management through 5 senses (sight, hearing, taste, smell and touch) and also placing an importance on internal people and employee because people are main important mechanism of the service limit that makes customer impression.

6. Physical Evidence means an effort of building overall image of quality of service business which customer can see such as office building, location, interior design, equipments and business management. These are tangible service image that customer can learn. Receiving comfortability from physical evidences is an important thing especially overall image of service system and organization image which customer can increasing their trust. Furthermore this also includes customer comfortability towards service, information and service accessibility. These are able to support customer effectively such as parking area, supporting documents show service and value provide in that place etc. Physical evidence also includes suitable social environment adaptation which believe that experience that customer get from sensing internal environment that decorate and support customer experience will affect others customer as well in case of having many customer in the shop which means each customer experience would affect other customer experience too. Changing environment contains thinking of reference group who using services, revising on old service and what the new service should be and considering each customer group.

7. Process means process of delivering service which are contacting, accessibility and service, these must be easy to understand including other processes that company or business organization provide through other channel such as via internet, mobile banking or automatic machine these are things that customer can learn. In each process must has well link to each other create customer impression. Moreover quickly complete and correct delivering service which contain good quality, systematical processes designing, each process are comfort for customer and decrease waiting time, service management runs very smoothly and less obstacle. The crucial strategy is time and efficient management. Good service process should be quick and efficient in delivering service including easy to do from asking for more

information about service, negotiation and agree to use service when there is an order including customer service.

8. Atmosphere means mix physical evidence of the shop that create good image. Physical evidence contains architecture, structure, goods plan, display, light, color and climate of the shop. Shop designing and arranging goods in the shop create internal shop atmosphere to be more interesting and persuasive to get more customer coming in. Good appearance, cleanness, suitable decoration are kind of art that entrepreneur must place an importance on. Entrepreneur may need interior designer to design shop plan, arrangement, form, and up-to-date and suitable decoration idea. Nowadays, retail shops in Thailand place their importance more on decoration, even in main ideas or shop theme, color tone of decoration selection or light. These can create interesting atmosphere that persuade outsider to come in. Some business such as spa, salon, restaurant or front office of the company making sale contact with customer but has no service at that place such as tourism company or flight ticket company may focus on creating good atmosphere following light idea and sound can be an art component to increase emotion and customer experience which customer may impress before being served. Moreover goods display and arrangement should allocate in groups which make customer feel more comfort and feel easy to buy. Entrepreneur can also use point of purchase advertising, advertise or announce in the shop such as display, sticker banner Japanese flag etc. These point of purchase advertising will encourage customer buying demand. The above components are the importance of creating shop atmosphere and persuade customer to visit. Some other entrepreneur may think that the cost of decoration may be needed for only the opening period but maintaining and improving the shop to always have good appearance is very important. Shop planning and goods arrangement if changing every six months, could change atmosphere to make customer surprising. Entrepreneur may use moveable decoration equipment which can keep the decoration cost low (Phuripakdee, 2011).

9. Personalization or Customization means changing marketing activities both in product or service matching with each customer satisfaction. This expects each customer to feel more relation and links of the brand towards them. This kind of

marketing is popular to use in current marketing competition situation because of many reasons.

Firstly, creating one product or services that respond all groups of customer needs is not effective anymore because in current marketing competition situation which customer can find their goods, thus old mass production must change into new trend.

Secondly, today technology that is more modern and quickly changed. There are more effective access to specific group of customer in form of Direct Marketing that use new technology such as sms, blog, website, yahoo group. They are all marketing communication activities accessing to specific customer group and be able present information that changeable to access and touching more on each customer or group. Current marketing management following Personalized Marketing idea is more popular and easy to do which can start with customer interaction then analyze each group of customer data and lastly customization or personalization based on customer profiles by offering different marketing activities).

Mister Felix Micheal, managing director of Starbucks Coffee, Thailand, mentioned about main idea in marketing of Starbucks brand in Thailand that "One of the strategies to create all marketing possibility is customization even each customer 'experience' that we have our standard as a Global Brand but we found that what customer want is Connection between them and brand"

Therefore, this Personalized Marketing also creates more Brand Relevance (Wilert Phuriwat, M.P.).

10. Participation means getting a participation from customer in designing goods and product by giving a tester to find weak spot of the product and give feedback to the producer to improve product. (Chula International Communication Center, 2011) For example:

- Natural make up shop in another country lets customer select their own natural resource by self-weighing, spinning and blending to be her own make up

mask. The selling point is fresh natural resource and present in a good position with a supermarket idea that let customer pick out the goods by themselves and do it themselves and then the shop will charge for the product they made from its resource and machine.

- IKEA furniture, let customer pick out the furniture themselves by going to their aisle and build up themselves. This help company cut transportation cost and customer gets good price and customer also use their ability to build up their own furniture. IKEA also organized installing furniture awards for customer.

- Reflect.com, P&G make up brand, let customer choose their own make up such as foundation, eye liner, eye lash, blush, lipstick in their own packaging and also self-selected for their own brand on the product. This is an era of self-selection.

In conclusion, from revising literature of the researcher who gave the definition or meaning of customer experience management in outbound tour operator is building satisfaction processes towards product and service which come from an interaction between customer and service vis marketing mix which are service, price, channel, promotion, employee, process, physical evidence, atmosphere, customization or personalization and participation. The feeling that customer get from 5 senses in every touch point from before, during and after using services. It is aimed that, management of customer experience will result in a positive experience and thereby create customers value and satisfaction for goods and services, in order to achieved long-term benefits in the international tourism business as mentioned in the next section.

2.4 Customer value

In international tourism business, which however, leads to the term definition of customer's value such as; customer receive from delivering good experience at every touch point which makes cumulative satisfaction that gain to be customer benefits from delivering service and also affects company benefits of running

business in the long term in keeping customer loyalty and word of mouth spreading about the company service. Building and keeping customer that make benefits is one of an art of building and keeping customer loyalty that makes benefits for organization or company by using various method such as speed, correction, service value. This assess from keeping customer and building up new customer base which the profitable customer will show higher income than cost of the company including yield rate which came of persuasive sale and service which gain more than the set cost of the company (Kotler, 1997, p.52).

Customer value has not come from only direct delivering business but also come from each different customer value acknowledgement, things that affects customer value acknowledgement are (Polsrilert, 2011).

1. Benefit that customer will receive which the company needs to plan that what is the components of benefits that customer will receive from product or service. The company must see the overall image of the competitor that what did they present to customer and if wanted to beat competitor what company should present that different from competitor to customer or in another word, a clear understanding and responding ability of the needs of customer to ensure customer always receive benefit. Customer does not decide on buying product or service by only considering benefit offer but also considering expectation of special service and well-taking care of as well. Thus customer benefits do not depend on only product or service but need to think about other components that add into that product or service too.

2. Comfortable accessibility and not feeling of using too much effort, every customer needs convenient and comfortable accessibility to service from before, during and after making a decision to buy including ability in service staff accessibility in case they need to use the service. Convenient, quick and less difficult processes will affect customer impression. Comfortable accessibility in product and service must consider contact or touch points that customer will interact in all process from before, during and after making a decision to buy. The main point is inconvenient and too much effort in accessing service will be customer Costs that the company needs to avoid.

3. Less risk using product or service, customer will feel fear of using product or service they do not have knowledge, understanding, un-experience in that product or service. The feeling of risk in customer mind occur because of many reasons thus company need to think outside in that if they were customer using service what would concern them, or fear, or feel risk in using product or service, then find the solution to minimize or get rid of customer fear or feeling risk.

4. Treating customers as special individuals is very important because increased sales from existing customers result in less marketing cost than the increased sales from acquiring new customers. (Kotler, 2 0 0 0 , pp.6 4 -6 5) If the business is able to retain existing customers, it will help create clientele. Therefore, it is necessary to pay attention to customer's feelings. This can be done by making use of knowledge on personal information, history of buying and using service behavior of each customer or group to continuously provide the value that best meets the needs of customers.

All that have been mentioned will contribute to customers gaining more benefits in their minds of customers reducing risks, concerns, and customer cost. Special treatment can be continuously done. Additionally, customer centric business focused is to recognize and understand the customer's feelings rather than focusing on sales of goods and services. Presently, the business model is adjusted to mainly target the customer needs because customers have more opportunity to choose products and services. If the business does not take into account the needs of customers, the opportunity to increasingly retain existing and get new customers will be even harder. Therefore, customer centric business is a business that everyone in the organization must understand see the importance of, and participate in. The purpose is to win customers' hearts and the goal is long-term customer retention. Focusing on customer value and sustaining business growth requires deep insight knowledge on what customers want, think, and feel, etc. Once the customer needs are known and understood, the next step is presenting services that respond to the needs. Customer decision to buy any product or service is usually based on the worthiness in the aspects of money or time spent. It is offering a service that emphasizes customer value. If the service has created some experiences or emotions with the customer and

make customers feel happy and love, it will bring a commitment to goods and services and result in sustainable growth of the business.

Creating customer value is considered creating great experiences and fulfilling customer needs. Therefore, customer- centric is essential to business. If a business wants to reach the customer's mind, it must deeply know and understand the customer, try to find the customer needs of your, and then present an excellent service model that meets customer needs. This will result in sustainable business growth. The heart of business operations is to seek profits, which consists of monetary profit that would be summarized in the annual report to be presented to shareholders and related individuals in the form of a balance sheet, statement of income and cash flow statement. Another form of profit is non-monetary generated by customer satisfaction, which is correlated with repurchasing and clienteles. That is important to business. Overall, the strategy for retaining customers is customer care to make the customer feel so committed as if they're part of the product or service. Customer satisfaction should be the key to the business operation that will result in increased customer and impact customer retention strategies for customer lifetime value. Customer lifetime value (The start of the first purchase, or the first purchase, and the last purchase and service) represent the combined profits of each customer that can be made to the organization over the lifetime of the customer. Customer lifetime value is used in some business organizations as a break-through point in their business because it can be used to forecast sales and profit in the future and to evaluate the investment with each customer to determine how to allocate rewards to the royalty of each customer. Finally, customer lifetime value can be used to make decisions in the customer retention program. The service concept of customer experience management has a great deal of interest in virtually all types of modern businesses especially in the hospitality industry (Visanumahimachai, 2007, pp.11-13). Besides customer satisfaction, customer service success also includes good impression, which is also important. The creation of long-term relationships is a great tool to retain customer royalty. This is because good relationships are not simply created with the first impression but requires continuous and long service. It starts with good first impression to be furthered to the long-term relationship.

Relationships that result in trading value that can be calculated in monetary terms is called the long-term value of the customer. This can be done by retaining existing and added by increasing new customers with new customers. It also results in the company's profitability. Additionally, it also creates positive experience for customers at every contact point and enhances the customer engagement with the product and the organization. From just satisfaction, it may turn into an impression and perhaps finally appreciation. It depends on how well the business organization understands customer needs, how well the work plan is and how well it is implemented. All these are up to the customer experience management, which is the science of responding to customer expectations to enhance the experience accumulated. This is the function of organizations that is needed to be promoted to everyone in the organization particularly front line service staffs to be aware of the importance along with passing the customer needs on to each other whether in the form of feedback or customer complaints especially large organizations with extensive service network. The front line service staffs need to be in touch with key customer experiences of the service users.

Additionally, knowing and understanding customers. Observation of expression behavior and factors to make a purchase or use services is important information because each customer has a different attitude, belief, passion, and passion for the product or service, and often buys or uses something that is familiar or known to him/her instead of buying the best, brand influence influences the study of brand value results to building a new customer base, maintaining existing customers and profitability of the business. From the study conducted on the essential elements of customer lifetime value acquisition rate, customer retention rate, and the profitability of the customer, it was found that the marketing efforts had an indirect impact on the brand value through brand. It also indicated that changes in the market or external changes in the brand has a significant impact on the brand value that would lead to the profitability (Stahl, Heitmann, Lehmann, & Neslin, 2012 ,pp.44-63). Satisfaction, loyalty affects customer value and the profit of the business in the future. Customer-profitability analysis is a revenue and cost analysis for each customer. Analysis enables companies to understand what customer contributes to the

company profit to make the decision to allocate the company limited resources to that customer. The relevant decision may be separated to the decision to cancel a business with a particular customer or make a decision to increase new customers. The goal of the business is not just to focus on service quality improvement or customer satisfaction only but the emphasis also being on managing the profitability of long-term customer relationships with the management is required to understand and pay attention to the driving force behind customer value creation such as clientele to find new customers or the impression of engagement to retain the customer base to lead to the best performance of the organization (Epstein.2000, pp.10-11).

From the study of customer value, it was found that it could be determined by the overall issue of building a new customer base and customer retention. This can be separately described as follows:

1 . Clientele to build a new customer base is a marketing activity that is designed to build relationships with new customer, targeting high-value customers, and maintaining service quality including choosing the appropriate communication channels for each type of customer. Things that are very important throughout the cycle of finding new customers is the creation of a product dominant or service incorporating new innovations and offering convenient to customers. The strategy of building new customer base will focus on techniques to create a market or find new customers. The objective of this type of marketing is buying the market or generating high market share. This is often used with products or services that do not yet have a large customer base and often is a new product or new service in the market or it could be a product or service with too few customers. Therefore, it is necessary to quickly expand the market base to new customers. The customer aspects of strategies for developing new customer base are as follows:

1.1 The product having altered the position of the brand itself to capture the wider market to expand the sale opportunities by trying to create a brand image to be diverse or in different forms such as many recipes, flavors, and colors, etc., to broaden the market, wider consumption opportunity, and to cover many customer and market groups

1.2 Targeting a broad market for specific markets or the niche market that can make a profit without focusing on price competition such as the coffee shop business, fashion shop, cosmetic photographic equipment, etc., which are unique and not found in the market. Finding new customers is a key goal that can be done by the organization offering good things to customers in order to change their status from the future customers to the current customers in a variety of ways such as getting old customers to pull in new customers. Creating a new customer base takes time. Currently there are more pursuing and competing for customers. Customer acquisition strategies that are good and can be used to build a customer base such as old customers pulling new customers. When a company has been in business for a period of time, there must be an old customer base and utilizing existing customers to successfully build a new customer base will depend on the number of existing customers. Marketing activities need to be created so that customers can introduce friends, relatives, acquaintances to participate in the activities especially the target of the business for the strategies to be successful including using social networks to help guide and create word of mouth to other customers in the same social network. Nowadays, this strategy is very popular in the service sector. By using social media as a way to communicate with customers about product news and the promotion is another way to help customers get more product details and support decision making or use the service in the future.

2. Customer Retention refers to marketing activities performed by organizations to maintain existing customers. The strategic goal is to maintain customer and process. Customer Relationship Management What is important is that the various operations especially service businesses such as hotels or businesses, travel abroad, which are also good for customer relations and retention causing business continuous and steady growth. Customer retention cost is many times lower than the cost of procuring new customers (Kotler, 2003, p.72). It also contributes to the growth of business continuity and security. Dedicating resources to procuring new customers to use the service without any plans of management or customer retention and better efficiency will result in waste of resources this way forever, and no stability and sustainability of the business. This is because most customers will use the service

only once. The important thing in this procedure is the life cycle analysis to find deals to attract customers and respond to customer needs can be determined by detailed information such as the number and value of the products bought, retaining customers so that customers stay with the organization longer, and drawing back customers to re-use the product or service by listening to feedback from customers and employees in the organization and offering new products and services for customers to be committed and stay with the organization.

Nowadays, business organizations recognize the benefits of satisfying and retaining current customers. The reduction of customer dissatisfaction by 5 % will result in a company ability to increase profits by 25-85. Additionally, the customers' profit margin is likely to increase. During the remaining customer life and customer base retention due to increase purchases with the product introduction and the cost of services decreased. (Reichheld, 1996,pp.46-54). Customer retention can lead to many corporate benefits as well as lower operating expenses and finding new customer through word of mouth, which increases revenue and the storage and profitability of customers. It was found that the quality of service has become a hallmark of customer satisfaction, which will have an impact on maintaining customers and profitability in the long run. (Parida & Baksi,2011,pp.66-84).

The Customer Retention is to help company keeps as many paying customers as possible who tend to return to service or continue to buy product more often. Being able to be the first in mind in providing service must be the first priority choice when customers have satisfaction and engagement experience with organizations and businesses. Among loyalty customers and those prompt supporters, they are willing to support business continually and ready to correct wrong information to those who misunderstand or have unfavorable attitude to your brands or services. Moreover, loyalty customers also relate to the willingness to pay a price premium in order to exchange with premium service and value-added products once customer expectation and satisfaction are met. It is cheaper to retain customers than acquire new ones. So, this is a major aspect business owner should consider how much revenue and profit a customer generates for your business and how to draw existing customers' attention for product and service repurchase more and more, how to convince them to persuade

their friends and relatives to buy or get providing service. To make it happen, the studying from your marketing data base, the marketing analysis and data collection of the different need based on customer individuality are a must. Customer Need Analysis from the buying decision process such as what they need to buy first, what they need while buying and what they need after are key elements. Buying Behavior Analysis helps companies respond to their need to the right points with touching experience and create personalized service more quickly. Customer retention strategy also plays directly an important role to customer lifetime value. This can generate more profit to the business since we can retain as many customers as possible. The invested costs to find new customers are worth more than usual. The one-time investment plan can create loyalty customers for several years while customer retention can save cost and help generate revenue and profit more than ever.

Nowadays marketers rate the importance of 3 aspects which are quality, service and value (Kotler, 2003). Value indicates capability especially when competing with more competent competitors (Parasuraman, 1997). Perceive Value originated from theory of behavioral economics (Thaler, 1985). Value of things depend on customer satisfaction from the theory of "Gain more but lose less". Researchers tend to find out the factors of value. In the initial period, the study for value focused on value of spending money "Gain more but spend less" which is based on the principle of Monetary Value. However, the reason concerning about money value is not enough to explain about the meaning of value which is actually worth rather than spending (Thaler, 1985). Researcher, (Zeithaml ,1988) claimed that the quality value should be concerned as well. Many researchers supported this theory by dividing value into 2 aspects, which are Monetary Value and Nonmonetary Value which can be better explained about the meaning of value especially from consumers' experience (Holbrook, 1999). Other researchers such as Sweeney and Soutar (2001) discovered value from experience in different aspects which are Social Value, Emotional Value, Quality Value, Economic Value. The explanations of each aspect are shown below:

Social Value means social benefit, opinion or attitude of consumers through others' perception. It relates to prestige, being respectful, belief, pride and image. For

example; to consume product or service from a well-known business and prefer to bring to public notice no matter through the real life or social media. The reason for doing such things is to show up and raise society awareness of being in high social status, a well-paid person, luxury or social status diversity. So, it is noticeable that Social Value has something to do with deep feeling and sophisticated dimensions because it relates completely to social belief towards something.

Emotional Value means emotional benefit, the inside feeling of consumer towards service or products. There is nothing to do with its basic benefit. It is the benefit of feeling good, like, or feeling positive to that kind of service or products. For example; the main function of telephone is to make and receive a call but in the same time consumers are proud of ownership, which can be found in some brands and models of telephone or the example of a worldly well-known brand coffee shop. It reflects the emotional value. It is not only to consume coffee to relieve the sleepy feeling but it is emotional or something consumers feel while getting the service from that coffee shop.

Quality Value means the benefit of product quality or excellent service towards consumers' expectation. This value relates to the working strategy quality of service and product providers including credibility of service and response or caring service towards customers' experience such as the service of some mobile phone brands. When the product itself is full of quality and consumers can realized it, things will be easy for distributing other goods items or different product groups under the same company.

Economic Value means the benefits of the maximum amount a consumer is willing to pay for goods and services. With regards to the perception of the cost of that item including the amount of money that is considered to be a fair equivalent for spending, it is most likely happen to comparison between price and details of those goods or services. For such as price per quantity, price per quality, price for short-term or long-term benefit and etc.

In conclusion, the meaning of value by customers' views in foreign tourism industry means the value of service that customers are able to experience through good service delivery at every point and can be responded to meet customer satisfaction gradually gathering together to develop faith and loyalty to those services. The reflection of values will pass through 4 different aspects which are Social Value, Emotional Value, Quality Value and Economic Value. All of them will bring the international tourism business to the point where it's considered to be of great importance and it is of need to bring the business to the true effectiveness of service rendering which is; customer satisfaction in using the services.

2.5   Customer Satisfaction

Customer satisfaction is the result of managing experiences and the offering of value, measured from customer expectation and customer perception of product and service. Customer satisfaction takes place after they gain experience. It is a state that reflects the evaluation of a relationship between the customers and a company-environment-product-service which comprises of (Kotler,1997, pp.612-613) the first case; if the products or services deliver experience less than what customers expect, customers feel unsatisfied, the second case; if the products and services can deliver experience to the level that customers expect, they feel satisfied, the last case; if the products and services can deliver experience better than customers expect, customers will get touching impression and feel extremely satisfied. Service Satisfaction Survey is an effective measure showing feedback from customers in terms of what they regularly think and feel with products and services. Service satisfaction survey will lead to retaining customer base and be the important target for business handling (Jones & Sasser,1995, pp.88-99).

Service Satisfaction can be guided in 5 different sides: 1) To provide service with equality means the fairness in providing service under the presupposition that people are all equal. 2) To provide service in timely manner means the service must be delivered on time. The service performance can be considered poor if the service

cannot be delivered in timely manner which cause the dissatisfaction to all customers. 3) To provide adequate service to every customer. The number of staff must be enough and places are suitable for providing service. 4) To provide continuing service means to provide service to every customer regularly. 5) To provide an advanced service meaning to improve service skills which will help increase competency scale or working capability based on the existing resources.

Customer Satisfaction is a long-term key element for business success which needs development and considerably helps retain customer base. Customer Satisfaction is an indicator to measure how satisfied customers feel with services and can measure the efficiency of services. Customer Satisfaction can be measured by 7 different checklists (Teerawanich, 2008, pp. 193)

1. To provide customers with prompt, accurate, enthusiastic and attentive services.

2. To provide customers with adequate service regarding the suitable number of service staff and equipment in order to avoid too long waiting queue.

3. To provide service with equality regardless of discrimination, position, seniority, qualification to all customers.

4. To provide customers with advanced service, modern working performance and modern technology. To provide personnel development and working skill improvement for service staff.

5. To provide customers with polite and friendly service with appropriateness.

6. To provide customers with continuing service/One Stop Service.

7. To provide customers with safe environment such as safe places for lives and personal belongings, parking spaces, water closets.

However, the customer satisfaction was not last longer, as it was considered as a condition and was limited in ages. The customer satisfaction was usually changed

continuously. Hence, it was necessary to find the way to deal with the customer satisfaction.

Theories relating to the customer satisfaction can be divided into 2 groups, i.e. 1) requirement approaching that caused by the personal satisfaction relating to the relationship between outcome and goal of each person, 2) group reference theory which was referred to the work satisfaction positively influenced the characteristic of works via the members for determining the outcome of works (Korman, 1977,pp.17-18). Besides, the satisfaction could also be classified into 5 groups (Mumford, 1972,p.4), i.e. 1) psychological requirement which focused on the personal aspect to achieve a goal and to be respected from others, 2) leadership, the satisfaction was determined by the pattern and the behavior of a leader towards underling, 3) reward negotiation, people in this group focused on salary, wages, and another reward 4) willingness, the people in this group focused on the administrative behaviors of a business organization, and 5) details and work design, the people in this group underscored the details of works.

The customer satisfaction was considered a satisfied level of customer obtained by comparing product perceived performance and expectation caused by customer experiences (Kotler, 2000,p.553). In the case of properties and utilities of product, the improvement of these was in charge of an officer in marketing department to add values to the product by cooperatively working with other department corresponded with the regulation known as "total-quality." The worth caused by competitive differentiation, the worth given to customers must be higher than the cost paid by customers. The customer cost was price of products. In the case of satisfied level, it could be mainly divided into 3 levels, i.e. if the utilities of proposal or product were higher than that expected by customers, the customer satisfaction will happen and this leaded to the satisfaction to products. The customers will always use the product afterwards.

The customer satisfaction included 3 components, which were referred to 1) product quality meaning the evaluation of products or services after using the products or services. This type of component can be accumulated, and it positively

affected the customer satisfaction. The quality of products and services depended on specialty of products or services that can be used in various applications. The variation of products and services were different, and the level of satisfaction of services and products highly depended on the standard and perfection of services and products, 2) the worth of services and products giving to customers meaning that the level of comparative recognition between the quality of services and products and it reduced the difference of customer income. Hence, the difference level of products or services was comparable. The worth of services and product related to the quality of services and products and the positive satisfaction. 3) Customer expectation, it could be due to the experiences to receive news relating to products or services from media, for instance advertisement, friends, expectation relating to manufacturing process of products, or high quality services from manufacturer. Hence, the expectation was considered as a conclusion of experiences relating to the quality of products and services so far, meanwhile the customer expectation was an expectation of customers that can create satisfaction towards customers, this directly related to the quality and worth of services and products (Rust, Zahorik & Keiningham,1996,pp.240-256).

Evaluation of satisfaction

The customer satisfaction could be determined as listed below (Rungruangphon, 2010, pp 44-48).

1) The objective must be clearly determined, for example if the specific information was needed, the continuous measurement should be avoided. The research can be used in this case. Nevertheless, if the customer satisfaction index was needed to compare the customer satisfaction in every single year or to compare between organizations, products, branches in Thailand or another country. The way to evaluate the customer satisfaction will become complicated in terms of planning and regulations to fairly compare.

2) Determining factors to measure the satisfaction, it should be carried out via determining what factor will be used to clarify the score of satisfaction, and the score

for each factor should be determined as well. The process to obtain factors needed the cooperation from many departments, and the factors obtained must be tested before using these factors in the real situation in order to confirm that the determined factors were not repetitive or lacked of important factors. Besides, the evaluation of importance of factors to use in the total evaluation of satisfaction should be carried out.

3) Determining the regulation used to measure, it was normally determined starting from 1 to 5, and 5 score meant very satisfied, 4 meant satisfied, 3 meant normal, 2 meant less satisfied, and 1 meant unsatisfied. The scores ranging from 1 to 5 were enough to distinguish the difference of information, but they did not give the information about strange characteristics in the case of the high and low scores were given leading to the variation of scores in statistic. Besides, another range of scores can also be used, for example 1 to 3, 1 to 10, or percent etc.

4) Determining the evaluating process of satisfaction, in this step was in the process of quantitative research that had to determine sampling process for getting good distribution of sample populations and for determining numbers of samples using technique used in research.

Satisfaction level of customers

It is normally that the customers will expect to have benefits and satisfactions from services and products. It could be mainly divided into 2 types, i.e. (Tuntipoonwinai, 1995, pp 5): 1) the satisfaction that meet the requirement of customers for example in the restaurant the customer expects to have a fast and good foods, or in the airport the customers expect to have a safe flight and reliable times. 2) Satisfaction that exceeds expectation, for instance in the gas station the customers get maintenance services, or in the supermarket the customers get an unexpected reward.

Meanwhile, the customer satisfaction always used in businesses because it is very important for an organization to be better than another one. Besides, it leads to the development and the growth of business. Generally speaking, the customer satisfaction means the satisfaction after getting services in terms of being satisfied or unsatisfied (Woodside et al.,1989,pp.61-68). In the case of medical satisfaction, it is about the patient satisfaction before treatment, during treatment, and after treatment as well. Hence, the customer satisfaction is considered very important for business, the owner should comprehend to understand the requirement of customers (Kim et al., 2008,pp.151-161).

In the calculation of satisfaction index using multi-equation econometric model, the factors determining the customer satisfaction included customer expectation, quality, and worth and popularity. If these factors were positive, the customers will continuously use the services or products. Contrary to the former one, if these were negative, the customers will blame services or products. This was in agreement with the American Customer Satisfaction Index Model (ACSI), which was developed in 1994, as a macro index to reflect the quality of products and services inside and outside US. This model highly affected the economic system of US because the customer satisfaction usually predicted the business power of company in the future and also predicted the competitive level of country.

Besides, in business, the customer satisfaction helped the business to know honesty of customers toward its brand, and it can also be used to compare the quality of local and exotic products/services. According to the model, the factors relating to the customer satisfaction included Customer Expectations usually caused by the experiences of using services or products, information via media, advertisement, and marketing officers. The perceived quality can be evaluated using 3 questions, i.e. whole quality, reliability/stability, and customer requirement. The worth or perceived value can be evaluated using 2 questions, i.e. price satisfaction at current prices and satisfaction towards quality at current prices. In the model, it determined that the worth and perceived value of customers affected the customer satisfaction directly. Meanwhile, it was affected by the perceived quality and perceived value. Hence, there were 7 issues that should be concerned because every people had their own reasons

depending on values and experiences, involving 1) Equality of Service, 2) Customer Expectation, 3) Service in time, 4) Service enough, 5) Customers Perceived Value, 6) to continue Service, and 7) Progress of Service.

Factors leading to the customer satisfaction

The customer satisfaction index was considered as a way to create the customer satisfaction, meaning that the successful organization usually contained these factors as listed below (Lorpraditpong. 2005).

1. Customer service, it meant an action to do to meet the customer expectation because the customers might expect to have good services or products when they paid, for example information, good services, suggestions etc. Hence, the company must have a good system to recognize the requirement of customers and must pay an attention to comment from customers. Importantly, these processes must be handled with skillful officers.

2. Process to operate comments from customers, when the customers were unsatisfied with services and products, they usually told 8 to 10 persons afterwards. Only 1 out of 20 customers informed the company about the unsatisfied issue. The successful company always used the comments from customers to develop its business. Therefore, it could be noted that the effective process to operate the comments from customers leaded to the worth and the customer satisfaction.

3. Executive's intention, it was considered as a highly important factor for every organization. Making the customer satisfaction was not only the responsibility for officers, but also for every people in the organization, in particular the leader. The leader should 1) distributing a plan or a strategy to every single department in the organization, 2) being as a role model for colleagues, 3) appropriate selecting officers who possessed expertise in customer contact and also providing training courses for officers as well, 4) rewarding the person who carried out the customer satisfaction and supporting the creation of environment in working places, 5) Supporting an idea of team work because managing customer comment cannot be done by one person,

6) giving the suitable right to officers and supporting the officers to make a decision. These mentioned lists were the way to promote the customer satisfaction.

4. Concerning about the technology which is considered as an important factor in organization, in the case of successful businesses when they obtained comments from customers, these comments will be immediately sent to every officer and executive. Nevertheless, the thing that should be aware of was people should not be addicted to technology until forgetting about fundamental processes.

Many publications reported the relationship between quality of services and customer satisfaction. It was noted that the higher level of service quality positively affected the customer satisfaction in administrative business (Cronin Brady, & Hult,2000,). Besides, the quality of services in terms of good services and effective systems influenced the customer satisfaction. (Kim ,2008,pp.151-161).

In general, important works in business included 1) unique services compared to a competitor, it was considered as a tool to make benefits over competitors. It can be done by keeping the stability of services and proposing the quality of services according to the customer expectation in terms of services based on the customer expectation, stability of services over other competitors corresponded with the expectations of services and experiences in the past. Furthermore, the customers selected businesses after they used the services and they compared the services with their expectations. If the quality of services was lower than the customer expectation, they will not use it afterwards. Contrary to the former one, if they were satisfied with services, they will return using those services again. Besides, the image of company in term of logo via media and advertisement was also important. 2) Quality management, it was about the comparison of service expectation and service obtained. In the case of service quality higher than the expectation, the customer will feel that these services were good and satisfied. On the other hand, the lower service quality compare to the customer expectation leaded to no satisfaction of customers. Hence, there was researcher determining the service quality including reliability, willingness, and readiness. 3) Administration of service efficiency, to increase the efficiencies of services it could be done using various methods, including providing expertise to

officers at same salary rate, increasing the amount of services slightly losing service quality, applying technology via using modernized equipment to create standard, increasing product quality, inducing customers by using technology to improve the quality of services (Kotler, 2000,p.428).

In the field of satisfaction of administrative or tourist department, there was a lot of research concluding the mentioned issues including administrative recognition, concern about recognition the worth of contact between customers and officers, customer satisfaction in terms of service quality that was important for evaluating customer company, casual model between service quality, worth recognition, and communicating between customers and officers. It was found that the exact service quality was higher than what was expected. Alost factors were in high level. In the case of service recognitions in terms of response and trust, they were in high level as well. Next, environment, reliability, and physical appearance were moderate. Besides, the relationship of casual model between service quality, worth recognition, and service contact influenced the customer satisfaction. Moreover, it was found that the service quality positively affected the customer service in both direct and indirect ways. The worth recognition directly and positively affected the customer satisfaction. It was also found that the interaction between customers and officers had the positive effect in both direct and indirect ways (Chaikee, 2013, pp 73-76, Jeenapak, 2012, pp 53-57 ; Thaweewongolan, 2009, pp 120-123 ; Chieochankitkan, 2013,pp.3-4)

According to the literature review, the satisfaction in travel aboard meant feeling or positive attitude toward services, and each person had different satisfaction depending on experiences and value they obtained. The factors influencing the customer satisfaction included 1) Equality of Service, 2) Customer Expectation, 3) Service in time, 4) Service enough, 5) Customers Perceived Value, 6) to continue Service, 7) Progress of Service.

Issues affecting the customer service

In the research studying about the customer experiences relating to the satisfaction, in was found that the quality of customer experience administration affected the customer satisfaction, which was in agreement with the influence of customer experience administration influencing the satisfaction in the context of business, which the customer experience was emotional response and recognition in which will affect the customer satisfaction (Venkat, 2007,pp.101-114). Moreover, the research relating to customer experience administration reported the process of purchase influenced successfulness in terms of customer satisfaction and business progress. In the customer behaviors, it was found that the factors affected the customer experiences to make a decision including environment and emotional recognition (Puccinelli et al., 2009,pp.15-30). Besides, in the research investigating the outcome of investment in terms of good services, reliability, and brand recognition, it reported that the creation of good experiences towards customers positively affected the customer satisfaction towards goods, reliability, brand recognition, and customer honest (Khalili, Rahchamani & Abtahi, 2013, pp.2381-2382), which was in agreement with the study reporting the relationship between experiential marketing, experiential values. The study revealed that the experiential marketing will make satisfaction to customers through feeling, contacting, and service quality. Hence, the business person in the field of tourist and services, they should be deeply understood an administrative process to develop a strategy to be used in the experiential market and also to create experiential values to customer as much as possible (Yuan & Wu,2008,pp.387-389). Besides, providing a chance for customers to participate in planning customer services also affected the customer satisfaction. Hence, the entrepreneur should plan and apply it as a strategy in business (Mathis, Kim, Uysal, Sirgy, & Prebensen, 2016, pp.62–75).

According to the literature review, it was found that many researchers examined the relationship between customer experience administration and customer satisfaction for example Venkat (2007,pp.2-7) Puccinelli ,et al(2009,pp.15-17) Khalili et al (2013,pp.2381-2382), Yuan, and Wu,(2008,pp.387-389) Kamaladevi (2010,pp. 37-38) Mathis, et al,(2016,pp.62–75), Anek, (2012, pp 115-119). In these research,

they underscored the customer experience administration in term of service creating positive experiences, emotional response, customer recognition, customer satisfaction, experiential worth, providing a chance for customers to participate in planning of prices, customer services, specific services for a specific person , these affected the customer satisfaction, which was in agreement with the theory explaining the idea of customer experience administration as a tool to create the satisfaction towards goods and services caused by the interaction between customers and officers before and after getting services, as shown in Figure 2.1.
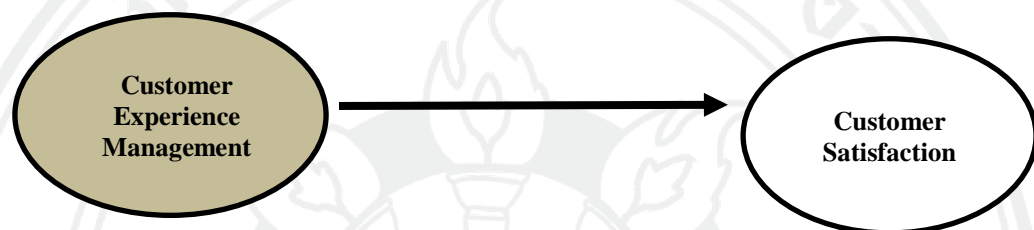
Figure 2.1 Relationship between customer experience management and customer satisfaction

Next, according to the study relating to factors of administration affecting customer honest in long stay travelers in Thailand tourist business, it was found that long stay travelers in Thailand in 2014 who obtained good services that met their requirements were satisfied. Therefore, the income in tourist business was increased leading to the long term benefits (Tawinunt, Phimonsathienand, & Fongsuwan, 2015, pp.1-5), which was corresponded with the study of the worth of customers caused by honesty was benefits in business, meaning that honesty and worth of customers obtained by services will lead to the customer satisfaction towards goods which was positively related to the profits of organizations. Besides, increasing in customer satisfaction also leaded to the increment of customer value (Helgesen ,2006,pp. 245-266).

Nowadays, satisfaction is crucial in business and the level of satisfaction highly depends on business efficiencies to hold their customers, as the businesses cannot be operated without customers and it could be noted that honesty of customer is highly important in the field of administrative business, especially the reliability of

services and physical environment of company affecting customer behaviors in term of advertisement to others (Taghizadeh, Taghipourian, & Khazaei, 2013, pp.2569-2575), which was in agreement with the study of quality dimension of services and examining the relationship between willingness to return to use massage services again. The results showed that there were 4 fundamental factors of service that created satisfaction and affected willingness in terms of purchase and advertisement, including 1) physical for example facilities, environment of company, service environment, 2) interaction for instance attitude and expertise of officers, 3) service outcome for example customer times worth, officers recognizing worth of reward, officers getting trained to have good behaviors, 4) service access, for example receiving exact news, convenience in services. These four factors were the results of customer satisfaction affecting customer behaviors to return to services (Wu et al., 2015, pp. 371-401).

Besides, the study reporting the relationship between customer encouragement in massage business, service quality, perceived worth and determination to use massage business in hotels and resorts in Hong Kong, it was found that the perceived quality in services affected the perceived worth and customer satisfaction. Furthermore, the perceived quality in services influenced the customer satisfaction and perceived values. The satisfaction affected the behavior that customers told another person about services and determining behavior to purchase (Cheung, 2012, pp.5-9), which was in agreement with the study investigating the relationship of satisfaction of officers and customers in services affecting worth and efficiency in term of money in tourist business (Chi, & Gursoy,2009,pp.245-253). Besides, the study investigating the relationship between customer satisfaction towards honesty, customer value and success in business, it was found that the customer satisfaction influenced the success in business (Soltanmoradi, Poor, & Nazari, 2013,pp.1234-1239). Next, the study related to encouragement of customers used massage business, perceived quality and services, satisfaction and worth of customers, it was reported that the perceived quality and services directly influenced the customer satisfaction and also affected the way of express behaviors in the way of telling person to person (Cheung, 2012, pp. 5-9). The perceived quality and services were considered relevant

to create the customer satisfaction and had direct influences on the customers who determined to purchase products and services, meaning that these affected profits of business as well (Lee & Hwan,2005, pp.635-648).

According to the literature review, there were many researchers examining the relationship between customer value and satisfaction, for instance. Tawinunt, Phimonsathienand, and Fongsuwan(2015,pp.1-5) Helgesen (2006,pp.245-266) Taghizadeh, Taghipourian, and Khazae (2013,pp.2569-2575) Wu et al.(2015 ,pp.371-401) Cheung (2012,pp.5-9) Chi, and Gursoy(2009 ,pp.245-253) Soltanmoradi, Poor, Nazari (2013,pp.1234-1239) Lee, and Hwan (2005, pp.1-5) .Rreporting the perceived quality and worth in services were crucial to create the customer satisfaction to return to use these or to invite others to use these services. The creation of worth or values to customers leaded to the increment of customer satisfaction, which was in accordance with the idea to create customer value that considered customers as a center. An attempt to comprehend what customers needed influenced the increase in the amount of customers and keeping the amounts of customers as well, as shown in Figure 2.2

Figure 2.2 Relationship between customer value and customer satisfaction

The last issue in studying the management of customer's experience, which has a relationship with customer's value shows that; the quality of managing customer's experience in various dimensions, will directly affect the value received by customers. Customers that are satisfied by the service offered will bring forth profit to the business. (Cengiz & Yayla, 2007, pp. 74-86). In terms of studying customer experience, concerning the quality of service to their behavioral intention, which tends to focus on customer service found that; the creation of positive customer experience serves as the best complement to overall quality of service in different styles. This will lead to the customer value, which was displayed in form of behavior.

That is their intention to use the same service next time. (Araghchi, 2008, pp.7-8). This went in accordance with the overall study of managing customer's experience in the economy and environment with high level of competition. It indicates that customer requirements are not based on low price product or innovation in order to support the services only. Businesses should focus on creating experiences that come from customer service. There are many factors such; as brand name, price, sale promotion management of supply chain, advertising atmosphere, including main services that affect the customer's buying behavior. These things affect the customer's value and businesses operation (Grewal, Levy, & Kumar, 2009, pp.1-14), and the impact of customer emotional distress can be measured by appreciation or customer viral communication. This is as a result of the experience that the customer receives from emotional perception that brings about the behavior expressed in buying and using services in the future (Carmichael, 2005, pp.185-187). The study on component of customer experience, with emphasis on environmental management while rendering services, will have an effect on the value of customer in the future that will allow a smooth growth of the business. (Verhoef et al., 2009, pp.31-41).

Considering the success and survival of today's business, it is evident that they focus mostly on customer experience, by emphasizing on the needs of each customer. They consists of the following main factors in the management of customer experience thereby leads to customer value such as; brand, price, promotion, advertising, packaging, diversified service and the atmosphere where the services took place etc. The aforementioned factors, are the starting point of service rendering into the customers value in order to bring profits to the business make is more sustainable. (Kamaladevi, 2010, pp.37-54). This is in accordance with the results of managing customer's experience that possess a loyalty and customer value found that; Management of customer experience is an effective strategy to retain customers in the long run. The value of the customer is affected by the business by increasing the purchase or re-use of the service and recommendations. The use of customer experience management is important for the current marketing strategy. (Wijaithammarit and Taechamaneestit, 2012, pp.473-477), and the management of customer experience is an important concept for success in the tourism industry.

When a business a good method of managing customer's experience and became successful, it is strongly associated with customer's values that they expressed through behavior by word-to-mouth recommendation (Cetin & Dincer, 2014, pp.181-194).

According to various literature review, it was discovered that most scholars have tested the relationships between management of customer experience and customer value such as; Araghchi (Carmichael (2005, pp.185-187) Cengiz, and Yayla (2007, pp. 74-86) Cetin, and Dincer (2014, pp.181-194) Grewal, Levy, and Kumar Kamaladevi (2010, pp.37-54) Verhoef, et al. (2009, pp.31-41) and Wijaithammarit, and Taechamaneestit (2012, pp.473-477). As above mentioned, the literature review points to the management of customer experience in terms of rendering services that create positive experiences, emotional response to the needs of the customers, response to services, which meets customers demand and affect the results of customer value through displaying a behavior of word-to-mouth recommendation. This went in accordance with the theory concept of managing customer's experience as a tool in management that result to customer's value in every first touch of services rendered, between and after using the service. As shown in the diagram below.

Figure 2.3 Relationship between customer experience management and customer satisfaction

According to the literature review mentioned above, it showed the relationship of related factors, which were recognizing customer experience management as a tool to do tourist and service businesses, result in value and customer's satisfaction. Besides, in outbound tour operators, the satisfaction was considered relevant that needed a lot of attentions by focusing on customers.

From the literature review, it was found that the satisfaction related to many factors and was directly affected by customer experience management and customer value, and it was indirectly affected by customer experience management affecting customer value. This relationship can be concluded as a framework as shown below.
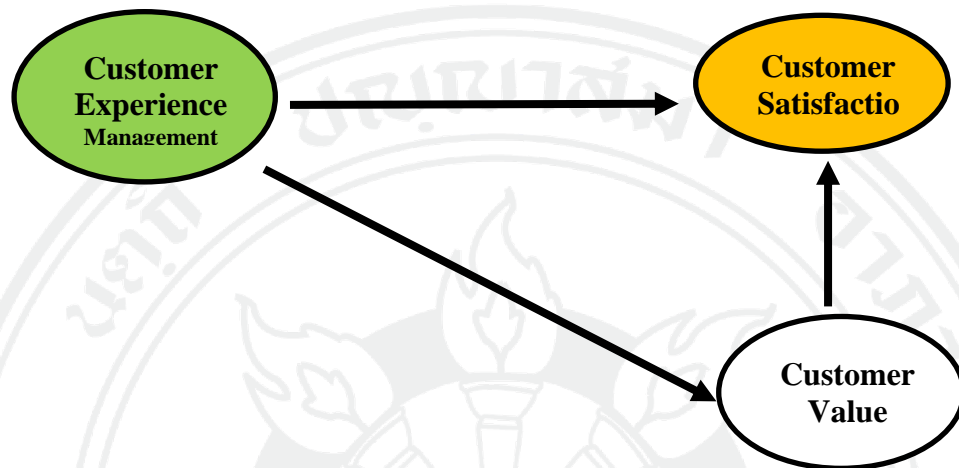
Figure 2.4 Conceptual framework

CHAPTER 3

METHODOLOGY

This study was a development of management structural equation model value and customer satisfaction in international tourism business mixed methods research based on qualitative and quantitative research to obtain a set of factors, including internal latent variables, external latent variables, and observed variables via analyzing theory, idea, related literature reviews and focus group from professors, manufacturer, and customers using products and services. After that, the obtained data was used to create a structural equation model and to create quantitative research that was further used to develop the structural equation model obtained by a questionnaire that was used in this part by collecting data from customers using services in tourist business and standardized and authorized company that had been registered with Department of Tourism.

The research processes consisted of 1) methods, 2) sample population, 3) materials used in this research, 4) definitions, standardization of factors, questionnaire, 5) standardization and reliability of equipment used in this research, 6) data collecting, and 7) data analysis.

The focus of much attention was to study factors related to customer experience management, satisfaction, and customer value of customers in tourist business and also to develop structural equation model of customer value in outbound tour operators in Thailand. There were three related factors included.

3.1   Research framework

The literature review in Chapter 2 exhibited the related factors, including customer experience management, and customer satisfaction. According to the literature review, it was found that the satisfaction was directly affected by the customer experience management and customer value. In the case of customer experience management, it was indirectly influenced on customer value leading to the customer satisfaction. It could be summarized into research framework and hypothesis as described below.
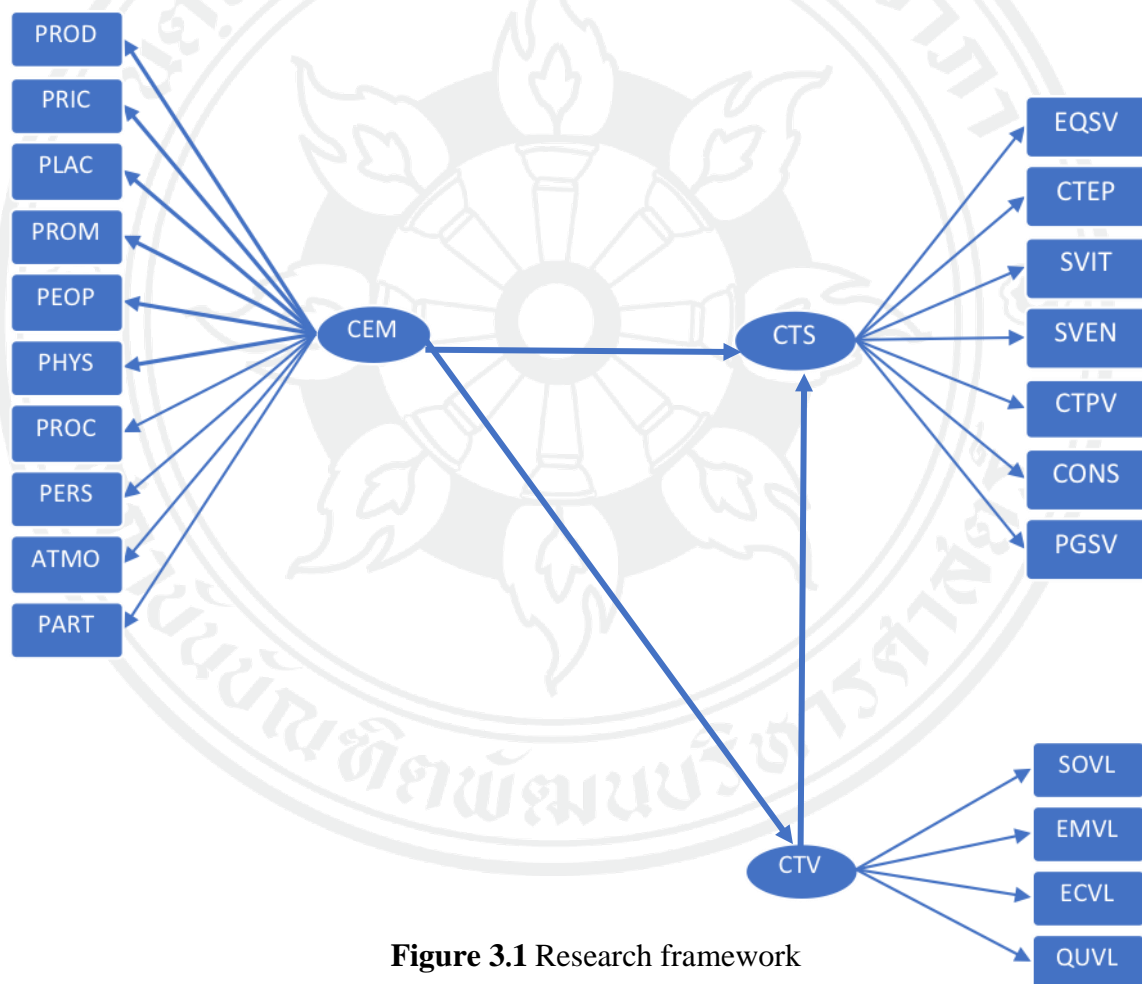
Figure 3.1 Research framework

Remark* * : CEM = customer experience management, PROD = product, logo, or service, PRIC = price, PLAC = product distribution, PROM = promotion, PEOP = officers, PHYS = physical appearance, PROC = process, PERS = products modified to meet customer requirement, ATMO = atmosphere, PART = participation, CTS =

factors related to customer satisfaction, EQSV = service equality, CTEP = customer expectation, SVIT = service in time, SVEN = service enough, CTPV = customer popularity or value, CONS = continuous service, PGSV = service progress, CTV = customer value, SOVL = social value, EMVL = emotional value, ECVL = economic value, QUVL = quality value

Hypothesis

1st hypothesis: customer experience management influenced customer satisfaction

2nd hypothesis: management of customer experience influences customer value

3rd hypothesis: management of customer experience influences customer satisfaction and customer value.

4th hypothesis: customer's value influence customer satisfaction.

3.2   Definitions

Customer experience management referred to a process to create customer satisfaction towards products and services caused by interaction between customers and services via integration of marketing components, including services, prices, service channel, selling promotion, officers, processes, physical appearance, atmosphere in both internal and external company, modified product to meet customer satisfaction, participation. The customer emotion before, during, and after getting services focused customers cause good experience and customer's value and create a satisfaction to the products and services to crate long-term benefits in outbound tour operators.

Customer value was defined as the value of services that customers received by transferring memorable experiences in every single part of services that corresponded with the customer requirement leading to the satisfaction and creating trust to customers, these will reflect through 4 dimensions, including social value, emotional value, quality value, and economic value.

Customer satisfaction was defined as feeling or positive attitude of a person against serviced taking place. The satisfaction of each person will absolutely be different depended on values and experienced that the person obtained. The factors determined the satisfaction including 1) Equality of Service 2) Customer Expectation 3 Service in time 4) Service enough 5) Customers Perceived Value 6) to continue Service 7) Progress of Service. The mentioned satisfaction can be known by comparing expectation and factor recognition. It will make the satisfaction occurring after customer evaluating products and services that they used.

Tourists referred to a group of customers traveling to many places to unwind their mentality and body or to another benefit.

Outbound tour operator referred to a company providing a tour for local tourists to travel aboard and a company should be standardized and authorize by Department of Tourism.

Tourists using outbound tour operators referred to tourists who used outbound tour operators in Thailand that possessed standardized and authorized company that had been registered by Department of Tourism.

3.3 Methods

This research was a mixed methods research between qualitative research by interviewing a focus group via selecting answerers who were professors, manufacturers, and customers and quantitative research. The sample was a group of customer using outbound tour operators of a standardized and authorized company certified by Department of Tourism. This research was developed by data collecting based on related publications and the objective was to 1) to study factors relating to the customer experience management, customer value, and satisfaction towards outbound tour operators, 2) to develop a structural equation model of customer value of outbound tour operators in Thailand. According to aforementioned data, this research divided the methods into 2 types, including:

1) Qualitative methodology corresponded with 1st objective

2) Qualitative methodology corresponded with 2nd objective.

Lastly, the analyzed results were discussed and summarized, and then the suggestion about the structural equation model of customer value in outbound tour operators in Thailand will be proposed.

Qualitative methodology in agreement with 1st objective

Qualitative research used a focus group obtained by the literature review in order to cover the research in the tile of the development of model relating to customer value in outbound tour operators in Thailand. The researcher had investigated the completion of data and interviewing about related factors, and then the content analysis in order to organize or develop appropriate research tools and allow the data used in the research work to be accurate and with less errors. The information must be from those who knows in-depth from the information source. (Phosita, 2007,pp.219-224)

Main answerer

Professors in university, customers who had been using outbound tour operators, and manufacturers in outbound tour operators.

Qualitative data analysis

In the case of qualitative data it was obtained by interviewing in a focus group obtained by the literature review. The questionnaire used was a semi structured interview for gathering the focus group to analyze contents in order to obtain factors relating to the customer experience management, satisfaction, and customer value in outbound tour operators according to 1st objective.

The qualitative research was carried out using processes described below.

1.Focus group, it was done by using a semi structured interview to talk with main interviewers to find factors relating to the customer experience management, satisfaction, and customer value in outbound tour operators. examples of the question issues are as follow: management of Customer Experience, which includes sub-issues based on literature review such as; Product, Price, Place, Promotion, People, Physical evidence, Process, Atmosphere, Personalization or Customization and Participation is appropriate or complex in terms of practice or in terms of defining sub-issues etc.

2. Data checking in qualitative research, the researcher determined 3 processes to obtain precise and reliable results, including:

1) Checking accuracy and precision of data obtained about whether this data was enough or not in order to obtain data, supporting evidences that were tangible and complete in the conclusion by describing situation, processes and analysis to find summary and to find data relating to results according to reliable issues.

2) Checking accuracy and precision of conclusion and data analysis, the researcher analyzed the obtained data by analyzing details of documents and recording the interview results, and it was tangibly described and summarized. After that the obtained results were used in data source again during interviewing in order to confirm the accuracy of analyzed results.

3) Checking accuracy and precision according to theories, the researchers gathered data relating to indices in terms of analyzing issues and related factors to compare results leading to the improvement of summary and above description.

Selection of sample

The qualitative research used a focus group using a main answerer who was customer using services of outbound tour service which was a person having direct experiences and able to give data corresponded with the objective of research, professors, and manufacturer.

Quantitative methodology in agreement with 2nd objective

Quantitative research consisted of the development of measuring scale, distribution of questionnaire, descriptive statistical evaluation according to structural equation model (SEM), and then the obtained results were discussed and the suggestions were given afterwards. According to the results obtained by opened questionnaire expressing statistical data in interested issues, it could be analyzed the relationship and shown in term of number.

Determining size of population and sample group

Population

The population used was the customers using outbound tour service with standardized and authorized company certified by Department of Tourism.

Sample group

Determining sample size leaded to reliability of analyzed results. Because of no exact calculation of sample size, it could be calculated using equation stated by W.G. Cochran by determining reliability level at 95% and standard deviation at 5% (Kunlaya Wanitbuncha, 2006, pp 74). The formula used in this research was

$$n = \frac{P(1 - P)Z^2}{E^2}$$

When   n = sample size

P = ratio of randomized sample .50

Z = reliability level determined by researcher where Z = 1.96 at reliability level 95% (degree 0.05)

E = the highest error happened = 0.05

Where   n $= \frac{(.05)(1 - .5)(1.96)^2}{(.05)^2}$

= 384.16

Using convenience sampling, which is a selection of units without criterion. That is choose anyone who can give the right information, but it must be in the group of total population that is to be studied. (Prakchareon, 2012) In this research, they are customers who use the services of international tourism and standard establishments and are registered with the Department of Tourism. The sample size was 384 persons at the level of error less than 5% at reliability level 95% to conveniently calculate results and analyzing processes. The researcher used sample groups equal to 400 samples which were considered passed the regulations in which it should be higher than 384 samples using convenience sampling.

Data collection

In order to obtain whole data covering the objective of this research, the researcher used the data collecting methods as following details.

1st step, using opened questionnaire to collect primary data by distributing it to 400 sample groups

2nd step, collecting data in questionnaires

3rd step, collecting questionnaire using times around 3 months

4th step, checking obtained data, accuracy of data in questionnaire and coding each question before filling into software, recording frequency of data from interviewing and collecting additional data

5th step, analyzing statistical data and summarizing

6th step, analyzing, synthesis, and making conclusion

Materials used in this research

The materials used in quantitative research, the researcher created a questionnaire consisting of measuring scale of all variables in agreement with the framework in the literature review and in focus group. That passed the issue and improvement from those who knows in-depth from information source.

According to the literature review to crate the framework for developing questionnaire, the questionnaire comprised 3 parts including:

1st part personal data of person using services for example gender, ages, status, educational background, numbers of using services, reason to use services. The characteristic of question was multiple choice question

2nd part it was measuring scale that was main variables to collect data for instance lists of measuring scale of variables including:

1. Customer experience management

2. Customer satisfaction

3. Customer value

In the second part of questionnaire, the researcher adapted measuring scale to be appropriate for contexts in Thailand. Besides, 5-point Likert scale(Croasmun, & Ostrom, 2011) was used as it was easy to understand and the answer was divided into 5 levels.

The questionnaire, as a tool to collect data, used 5-point Likert scale (Croasmun, & Ostrom, 2011). In each sentence, 5 levels of answer were included, meaning understanding level, reliability, opinion, another requirement depending on considering contexts;

1 = Lowest agreement

2 = Low agreement

3 = Moderate agreement

4 = High agreement

5 = Highest agreement

The obtained scores were averaged, and the average value was translated according to the regulations as (Best, 1981, p. 103)

The average value in the range of 4.50 - 5.00   =   Highest agreement

The average value in the range of 3.50 - 4.49   =   High agreement

The average value in the range of 2.50 – 3.49   =   Moderate

agreement

The average value in the range of 1.50 – 2.49   =   Low agreement

The average value in the range of 1.00 – 1.49   =   Lowest agreement

The third part of questionnaire was an opened questionnaire for convenience of customers to express their opinions and suggestions for development of internal tourist business.

Validation of instrument quality

In this research, the instruments used as questionnaires were tested their validity and reliability as described in following details;

1. Instrument testing, a draft questionnaire was tested content validity. The researcher brought questionnaires to 5 professors as follows:

1) Asst. Prof. Dr. Supathanish Termsnguanwong Marketing Consultant
2) Mr.Teerapol Siriteerajet Manager MajorHolidayTours Co;Ltd
3) Chayanan Saikrajang Assistant Consultant – Sustainable Tourism, Kenan Institute Asia
4) Miss Yupin Unkaew Lecturer, Faculty of Humanities and Social Sciences, Phetchaburi Rajabhat University
5) Kusuma Hoehern ,Owner, Pukmud Holiday Co.,Ltd.

To consider and examine, including the checking of language appropriateness used in the research by checking for consistency (item-objective congruency: (IOC), check for reliability in order to measure internal consistency of the model as follows

$$+1 \quad = \quad \text{consistent}$$

$$0 \quad = \quad \text{not sure or unable to decide}$$

$$-1 \quad = \quad \text{not consistent}$$

$$\text{IOC} = \frac{\Sigma R}{N}$$

Where, IOC = consistency index between question and objective

ΣR = total scores of professor's opinion

N = numbers of professors

Considering of professor's opinion by calculation IOC, the value in the range of 0-1 meaning the question having IOC = 0.50-1.00, it will be selected. The question in which IOC less than 0.50, it will be re-considered, developed, or removed

(Rovinelli & Hambleton, 1976, p. 56). Measuring discriminant validity of each question processed via corrected item total correlation and the corrected item total correlation must be higher than 0.50 (Rovinelli, & Hambleton, 1976, pp. 156-168).

Subsequently, the researcher analyze the scores in order to check the quality of the questionnaire. In this study, only questions with a value of 0.5 or above were been selected. The analysis found that from all 73 questionnaires, there is no point in the questionnaire that get a score by experts. After calculating according to it's formula for finding the consistency index, it was in accordance that they are below 0.5, present it to supervisor and for consideration before proceeding to make use of it.

2. Reliability The researcher improve the questionnaire and proceed to pre-test with customers that are not in the main population sample (i.e. group of customers of entrepreneurs that engage on tourism business and are first grade standardize by Tourism Authority of Thailand. However, the pre-test sample group has the same characteristics as the sample. Altogether a total number of 30 people gave information, this was done in order to determine whether the questionnaire can conveyed the main aspect of the questions, as well as been appropriate or not been difficulty. Therefore, the reliability of the questionnaire was tested using Cronbach's alpha coefficient and alpha coefficient criteria was used (Cortina, 1993, pp. 98-104; Nunnally, & Bernstein, 1978, p. 89). Suggested that the acceptance criteria for alpha (α) should be or greater than 0.70 as follows

$$\text{formular} \qquad \alpha_K = \frac{k}{k-1}\left(1 - \frac{\Sigma S_i^2}{S_t^2}\right)$$

where α_K is   reliability value

  k is   amount of point in the questionnaire

  S_i^2 is   variance value of each point in the questionnaire

  S_t^2 is   variance value of the questionnaire

The analysis result of alpha co-efficient of Cronbach's Coefficient Alpha shows a reliability value of questionnaire at 0.946 where the value of alpha coefficient

was higher than 0.70, which is considered acceptable. Therefore, the researcher proceeds on collecting information for the completing of this research work.

Analyzing quantitative data

After receiving questionnaires and checking validity, the data was coded and analyzed using statistical software. The process of data analyzing can be divided into 4 steps including;

1st step preliminary analyzing data was a process to analyze to exhibit the characteristic of data distribution of variables using descriptive statistic, i.e. mean, standard deviation (S.D.) using table and description to explain and to analyze collected data from sample population which was personal data, satisfaction level of customer towards customer experience management, satisfaction, competitive level of outbound tourist business in Thailand. After receiving the questionnaire, the researcher validated and tested the accuracy of data before coding and checking primary data to be in agreement with the objective of analysis using structural equation model program for further analysis.

1.1 Validating completion of all questionnaires and selecting only a completed questionnaire to use for data analysis.

1.2 The completed questionnaire was then validated and given a point according to the regulations.

1.3 Investigating reliability value of questionnaire using (α –coefficient proposed by Cronbach.

1.4 Descriptive statistic used in variable analysis including 1) percentage meant the ratio with 100% maximum used to explain person data of sample population, 2) mean referred to measuring the possibility of data to center, which was investigating a middle value of each set of data, to be a representative of whole data, this value can be found by dividing sum of data by numbers of data, 3) standard

deviation (S.D.) referred to the distribution of statistical data to measure difference or fluctuation of data, the standard deviation was statistical value used to investigate the distribution of scores from average.

1.5 inferential statistic, it was used to analyze data obtained by samples, the obtained results were then inferred to be a representative of sample populations by comparing obtained average to regulations in order to translate the meaning of questionnaire, the scale according to Likert scales (Croasmun, & Ostrom, 2011) was used in this case.

3rd step, analyzing the relationship between variables in structural equation model according to hypothesis, this research aimed to compare structural equation model (SEM) and multiple regression. The mentioned technique was useful for researcher to test the relationship between obtained variables (Hair, at et, 2006, pp.710).

CHAPTER 4

RESULTS

The research on developing a structural equation model of customer satisfaction for outbound tour operators in Thailand aims to 1) study about related factors concerning customer experience management, customer value, and customer satisfaction in outbound tour operators in Thailand and 2) develop a structural equation model of customer satisfaction in outbound tour operators in Thailand.

In order to conveniently present and make more understanding about the results of data analysis, the researcher then determine symbols that represent statistics and variables for data presentation as follow:

Symbols used in statistics

$\overline{X}$	means	Arithmetic Mean
S.D.	means	Standard Deviation
SK	means	Skewness
KU	means	Kurtosis
r	means	Pearson's correlation coefficient.
R	means	Correlation Coefficient
R2	means	Coefficient of Determination or reliability.
B	means	Regression coefficient.
Beta	means	Standardized regression coefficient.
SEB	means	Standard error of regression
Tolerance	means	The permissible limit or limits or variations that cannot be explained.

VIF	means	variance inflation factor, it shows how much the variance of the coefficient estimate is being inflated by multicollinearity. It is defined as the reciprocal of tolerance.
t-value	means	The size of the difference relative to the variation in sample data when performing a t-test or C.R. (Critical Ratios) in AMOS software.
F	means	The test statistic for F-test.
SE	means	Standard error.
$\chi 2$	means	Chi-Square; in AMOS the chi-square value is called CMIN.
df	means	Degree of Freedom.
$\chi 2/$ df	means	Relative Chi-Square or CMIN/DF; the minimum discrepancy divided by its degrees of freedom in AMOS software.
P	means	Statistical significance or probability level.
AVE	means	Average Variance Extracted
CR	means	Composite Reliability or Construct Reliability
GFI	means	Goodness of Fit Index
AGFI	means	Adjusted Goodness of Fit Index
PGFI	means	Parsimony Goodness of Fit Index
RMR	means	Root Mean Square Residual
RMSEA	means	Root Mean Squared Error of Approximation
CFI	means	Comparative Fit Index
NFI	means	Normed Fit Index
IFI	means	Incremental Fit Index
RFI	means	Relative Fit Index
TLI	means	Tucker-Lewis Index
PRATIO	means	Parsimonious Ratio
PNFI	means	Parsimonious Normed Fit Index
PCFI	means	Parsimony Comparative Fit Index

Hoelter	means	Hoelter's Critical N (CN)
DE	means	Direct Effect
IE	means	Indirect Effect
TE	means	Total Effect

Symbols used to represent variables

Latent variables

CEM	means	Customer Experience Management Factor
CTV	means	Customer Value Factor
CTS	means	Customer Satisfaction Factor

Observed variables

PROD	means	Product, brand name or service.
PRIC	means	Price
PLAC	means	Place
PROM	means	Promotion
PEOP	means	People
PHYS	means	Physical Evidence
PROC	means	Process
SOVL	means	Social Value
EMVL	means	Emotional Value
ECVL	means	Economic Value
QUVL	means	Quality Value
EQSV	means	Equality of Service
CTEP	means	Customer Expectation
SVIT	means	Service in time

The researcher divided the presentation of the research results into 5 parts according to the following:

4.1 The results of qualitative data analysis obtained from a focus group.

4.2 The results of basic statistics from the sample groups who respond to questionnaires

Comprised of an analysis of personal characteristics of the sample groups who respond to questionnaires and levels of opinion towards factors concerning customer experience management, customer value factors, and customer satisfaction factors for outbound tour operators in Thailand, moreover, identifying the normal distribution of data (Normality) is also available).

4.3 Checking congruence of a model

4.4 Construct validity analysis of measurement in each model

Second order confirmatory factory analysis is employed to identify model of customer experience management, customer value model, and customer satisfaction model.

4.5 Construct validity analysis of measurement model as a whole: is an identifying of measurement model in all variables studied by a confirmatory factor analysis method. Data quality is primarily agreed with the use of AMOS V22 software to analyze structural equation model. The primary agreement is comprised of checking multicollinearity and the results analysis of observable variables relationship. Furthermore, construct validity of measurement model of latent variables is also checked through convergent validity, discriminant validity including reliability of observable and latent variables.

4.6 Validity analysis of structural equation model.

4.1 The results of qualitative data analysis obtained from the focus group

The results from a focus group discussion with 5 experts in building customer value for outbound tour operators in Thailand: (1) Prof. Dr. Supaporn Prasongthan, (2) Professor Weerapol Sawanpitak, (3) Noppol Krobprachaya, (4) Tanatat Chokepreedapanich, (5) Warin Supatarapongsakul, (6) Tanaporn Sodjam, (7) Chaniya Saranpoomdej are obtained so as to learn about related variables; customer experience management, customer satisfaction and customer value. The qualitative data from the discussion are:

4.1.1 Customer experience management

The qualitative data from the expert focus group discussion about product revealed that

"….with reference to product, it is necessary to focus firstly on customer need, what they are looking for such as hotels, accommodation, what kind of food they can have on cannot and then give an answer to customer if their requests can be accommodated or not, what types of hotel they require, 3 stars or 4 stars. Another model is a joined tour, which its trend starts to change. Travelling with three of four people can be possible now. Sometimes a tour group checks in but a joined tour does not care about where customers would like to go. A travelling schedule is listed, if customers would like to join, then they make a reservation. Therefore, products are different, facilities are also different. Customers who travel a lot can realize that a joined tour may not meet their requirement but in generally if the tour can serve their need, it is quite ok…."

"…incentive group is a private tour arrangement but some customers buy some services from us such as hotel reservations, car rental booking as some people shop around for the best deal. They prefer to buy a certain service. Customers for outbound tour service can be in three groups; 1. Incentive tour; 2. Joined tour; 3. Customized tour…"

"…. It can be defined as 3N; 1. Need- customer needs, no matter how many groups of customers are classified, the most important thing is we have to understand what each group require. 2. New- product must be new; new tourist attraction, of course customers do not like to visit the same places, they prefer to seek new tourist spots at all times. Tours and restaurants are needed to be something new, we have to see if the provided tour package is up-to-date or not. 3. Niche- some tour groups need a specific product; specific approaches are required to join with product to satisfy specific market need…"

"…customers set their goal what type of their travelling would be, then they select from a tour company and consider the price and other services respectively…"

"….a group tour is encompassed with many factors; firstly, where to go,then how long they can spend their days. Customers check places where tour operators schedule and judge from product reviews from other people who used to received such of those services before making their decisions…."

Based on the focus group discussion with experts in terms of price, the qualitative data can be obtained as:

"…one thing people realize is reliability of tour operators. In terms of price, scholars view that if product can carry uniqueness, price is not a problem and can be set higher due to no competitors…."

"…..generally speaking, most people like cheap price but Value for money is importantly focused. Many tourists are willing to pay if products are worth spending like Michelin star restaurants…"

"….nowadays price is very important. However if we compete each other on price, we may end up with great loss. That means many destinations but cheap price. Tour operators holding long year's experience gain more advantage in terms of quality, customer loyalty, so setting a high price is not a problem…"

"……. Price depends on how sensitive customers are to price. However, everybody consider worthiness in the first place. If product is good, feedback is good, customers are satisfied with the product and feel it is worth spending money on it…"

"…before buying a tour package, talk with friends and family is done before making decisions but importantly think about the budget on hand. Word of mouth referrals come naturally for good tour operators. Customers select the places to go first, then the budget especially how much it is worth for an outbound tour. Customers most likely select from a moderate price, not a very cheap one as they are afraid of lawbreakers. They would select a tour operator providing cheap price when recommended by their associates or connections, but not immediately, while comparing with other companies…."

Based on the focus group discussion with experts in terms of place, the qualitative data can be obtained as:

"….regarding channel of distribution, the first product will be launched to old customers due to existing customer database. Another channel is different media which emphasis is placed on Facebook, newspaper, company website, Line, Instagram including any channels open for advertisement. The channels that work best are Facebook and Line as expenditure is spent less than that of newspaper and people can get access faster and more directly…"

"….use every online channels but the most workable way is a word of mouth, indicating that customers are impressed with this tour, leading to continuous service usage…"

Market penetration to gain new customers relies on online media to come closer to customers but distribute by ages….."

"….use every online channels but the most workable way is a word of mouth. Market penetration to gain new customers relies on online media to come closer to customers but distribute by ages….."

"….sales promotion is used too excessively. Sales channel should be divided into direct approach depending on existing methods and new methods. Create their own website or develop application softwares, for indirect approach, it can be done through online markets by selling on existing online channels…"

Based on the focus group discussion with experts in terms of promotion, the qualitative data are obtained as:

"….when a promotion is launched, customers think about prices that emphasize on premium or bonus free gift or more tours with a special price. It depends on the cost of product that what deal we can put in a promotion and on which period…"

"…… Product and Place should be given important roles. Promotion should not be introduced in greater amounts than is necessary. It depends on who our customers are. Promotion is not necessary for some customer groups such as High-end customers who do not require a bonus free gift or discount…"

"….business operators should oversee a promotion that can cover all tools as sales promotion is most likely focused. Everything concerning IMC should be considered like personal selling advertising as well as CRM. First of all, consider which group of customers we have as some people require a promotion in form of privileges….."

"…….what kind of promotion would be picked depends on how well services are provided. In terms of discount, it helps make a decision as having a chance to pay less. Some promotion becomes necessary, if not available in the service, it can drive customers not to buy such as pocket wifi….."

Based on the focus group discussion with experts in terms of people, the qualitative data can be obtained as:

"…..First impression can be received from call center staff of each company. If talking with the first staff does not get any clue, customers may turn to other companies and never come back again……"

"……every part of a company is equally important. It is agreed that the first person who answers the call is the most important which most likely sales staff. The sales staff should be trained and keep in mind that though not seeing customers' face, they have to show how much they care about the callers. Companies need to seek people-guru to get ready for situations. By the way, sales department has to make a customer satisfaction survey about after sales service….."

"…….every department is all important…"

"……agree that every department is all important but capability in presentation should be encouraged. Many tour operators share the same sales but a point that differ one place from other places is sales presentation. Good sales presentation can win customers' hearts….."

Based on the focus group discussion with experts in terms of physical evidence, the qualitative data can be obtained as:

"…though there is no exhibition booth taken place, presentation for customers' perception should be done continuously such as hanging outstandingly commercial sign , encouraging word of mouth through customers, other advantages such as good reputation of a company…."

"…the offices provide good service, care about some minor details, are attentive to customers like serving a glass water while customers waiting for services…."

"…nice atmosphere and good service at the offices are important things…"

"…a tourist guide with smart dressing is important since it represents good image showing to customers…"

Based on the focus group discussion with experts in terms of process, the qualitative data can be obtained as:

"….a tour program must be run as scheduled. In case some mistakes happen, unexpected problems have to be solved. If not, apology to customers has to be made to show an attempt and emphasis has to be placed on services so that customers can probably forget the mistakes….."

"….a back office has to carry out and prepare all settlements at its best before the task starts. A tour program is considered the most important. If customers are not satisfied with it, a tourist guide needs to cope with problems and makes decision to control situations. Do not allow customers to have a chance for argument as it can lead to a crisis…" "……..a tour operator should give importance to a process in making a great impression as it becomes building customer value……"

"….understand situations that happen in real scenes but give more importance to what will happen at the company….."

Based on the focus group discussion with experts in terms of atmosphere, the qualitative data can be obtained as:

"... there is a conflict over the stated issue ... .."

"... Atmosphere is a factor customers choose to use as a decider when using a company's service. If the company has a lucrative internal decoration settings and a friendly atmosphere, it can however be satisfactory to the customers to a certain stage. Moreover, atmospheric factor is also a physical part; atmospheric factor should be part of the physical factor... "

"... Most customers are not so must interested in the atmosphere of the company; most of them are mostly interested in the quality of service and price as well as the value/worthiness. Therefore, this factor is not much important... "

"... The atmosphere is consider part of the physical aspect as well it can be joined together. Because the atmosphere is part of the physical aspect that will cause satisfaction…"

Based on the focus group discussion with experts in terms of personalization or customization, the qualitative data can be obtained as:

"... This factor is important, but more important than human factor. In this section, there are still complex parts in terms of modifying the products to be eye catching and exactly like how the consumers want them. This part consist of both human and process factors... "

"... The company also need to adjust their program or product in accordance to the consumer, as said by experts, where he mentioned that adjustment program or product modification is consider part of many factors. The adjustment might be promotion or a process…"

"...The adjustment and modification of products to be in line with the consumer requirements is something that needs to be done on a continuous basis. Because the consumers changes on a daily basis. Therefore, I think this is an important factor, but should be joined together with promotion, because it constantly changes…"

Based on the focus group discussion with experts in terms of participation, the qualitative data can be obtained as:

"... there is a conflict over the stated issue ... .."

"... Participation is also a very unclear factor; it should be included in the process factor ... .."

"... Participation is part of process factor, it should be together…"

"...Participation factor is a complex and overlapped with process factor, in order to tighten the management of the company, they should be joined together…"

4.1.2 Customer value

Based on the focus group discussion with experts in terms of social value, emotional value, economic value, and quality value, the qualitative data can be obtained as:

"…..someone recommends that this tour company is good, how is the feeling after experience?, are the staff good and do they provide correct information?, but to get value from a product or not will depend on oneself. First of all, a tour program is considered, services come next. With reference to a product, a tourist guide is assessed. In case some unexpected problems or incident happen and a company can initially solve the problems satisfactorily, customers feel alright. Another point is about how much meals are worth in restaurants…."

"…value is emphasized on services as they can make impression, especially the first impression delivered to customers….."

"...value is not clearly described but focused on customers' emotions; if it is worth spending money on it, if it can build satisfaction and extrinsic value will follow…"

"…value should be obviously defined, which point of value is emphasized on, brand awareness and brand recognition are introduced. Regarding emotions, emphasis is place on how customers feel. Quality value can be measured from before and after receiving service of customers, how different it would be……"

4.1.3 Customer satisfaction

Based on the focus group discussion with experts in terms of equality of service, the qualitative data are obtained as:

"…do whatever so that customers can feel equal to others but in person make customers feel special…"

"…In customers' views, there is no equality of service but Professor Jo notices what each customer like and how, and how satisfaction can be delivered to customers…"

"…equality is in opposition to marketing theories since there are various groups of customer. A way to respond to a customer's need is different. Then, it should be better pointed to how to take care of each group of customer to gain satisfaction as serving all customers equally is quite difficult…"

Based on the focus group discussion with experts in terms of customer expectation, the qualitative data are obtained as:

"…..wish a tour program is carried out as scheduled. In case some problems happen, information should be provided to all customers at the same time because all customer expectation is already advised by the time the tour program is bought….."

"…….performing whatever informed to customers such as a tour program…"

"….depends on management since each customer has different expectations, a standard is a general tour package is expected a basic service but with special expectation that is each customer require different services. Then, a tour package has to be managed as per customers' requirements……"

Based on the focus group discussion with experts in terms of service in time, the qualitative data can be obtained as:

"…it is difficult since each customer has different behaviors, it depends on tourist guide's management…"

"…it should be agreed and informed to customers before departure and cooperation should be asked and let a tourist guide control this point successfully……"

"…service enough to meet with demand-problem management….."

"…it depends on a real situation whether problems can be solved or not. For example, the numbers of accommodation are difficult to adjust but the numbers of customers in a tour group can be. An attempt is made to match service enough to meet with demand……"

In conclusion, the focus group discussion with experts in building customer value for outbound tour operators in Thailand revealed that building customer value for outbound tour operators in terms of customer experience management is majorly comprised of 7 factors; Product, Price, Place, Promotion, People, Physical evidence and Process. From the sub-group meetings, it was evident that the factor on managing customer experience is important in terms of value creation and customer's satisfaction. However, in terms of value components of the customer, it consists of four elements. Social value, Emotional value, Economic value, qualitative values. It is a factor can create value for customers and result into customer satisfaction. However, the important factor to satisfaction consists of three main components such as; equality in terms or rendering services, customer expectations and on time service. The result of the discussion with experts in this study can be carried out in the next step.

4.2 **The analytical results of basic statistics of the sample groups who respond to questionnaires.**

4.2.1 The analytical results of general information of the respondents to the questionnaires:

In this part, the researcher explained characteristics of personal information of tourist sample groups who use outbound tour operators in Thailand in terms of gender, age, marital status, educational level and monthly income. The result of data analysis can be seen in Table 4.1

Table 4.1 The number and percentage of tourist sample groups who use outbound tour operators in Thailand separated by population characteristics.

Characteristics	Number	Percentage
Gender		
Male	147	36.75
Female	253	63.25
Total	400	100.00
Age		
Below 21 Years	6	1.50
21 - 30 Years	101	25.25
31 - 40 Years	144	36.00
41 - 50 Years	98	24.50
Above 50 Years	51	12.75
Total	400	100.00
Marital status		
Single	216	54.00
Married	177	44.25
Widowed/divorced/separated	7	1.75
Total	400	100.00

Characteristics	Number	Percentage
Educational level		
Elementary education	5	1.25
High school/vocational certificate	16	4.00
Lower a Bachelor's degree	8	2.00
Bachelor's degree	255	63.75
Higher a Bachelor's degree	116	29.00
Total	400	100.00
Monthly income		
Below 15,000 Baht	42	10.50
15,001 – 25,000 Baht	175	43.75
25,001 – 35,000 Baht	82	20.50
35,001– 45,000 Baht	44	11.00
Above 45,000 Baht	57	14.25
Total	400	100.00

The personal information of tourist sample groups who use outbound tour operators in Thailand for 400 persons as shown in Table 4.1 revealed that the numbers of female samples are greater than male samples estimated to 63.25 percent and 36.75 percent respectively. Mostly they were between 31-40 years estimated to 36.00 percent followed by those who were between 21-30 years estimated to 25.25 percent. People aged between 41-50 years were 24.50 percent and those above 50 years of age were estimated to 12.75 percent and below 21 years were only 1.50 percent respectively. The average age was 37.76 years. The marital status of the respondents was most likely single estimated to 54.00 percent. The second was those who were married which estimated to 44.25 percent. Those who were widowed/divorced/ separated were 1.75 percent. The educational level of the samples was most likely a bachelor degree estimated to 63.75 percent, followed by higher than a bachelor degree estimated to 29.00 percent and under a bachelor degree estimated to 7.25 percent. Most people had monthly income between 15,001-25,000 Baht estimated to 43.75

percent, followed by those having 25,001-35,000 Baht monthly income estimated to 20.50 percent. Those who had monthly income greater than 45,000 Baht estimated to 14.25 percent, the numbers of those who had monthly income between 35,001-45,000 Baht and lower than 15,000 Baht were quite similar estimated to 11.00 and 10.50 percent respectively.

4.2.2 Level of opinion towards the factors concerning customer experience management, customer value and customer satisfaction

The analysis in this part aims to present level of opinion from the sample groups towards customer experience management, customer value and customer satisfaction. Furthermore, the primary data were checked to see whether there was a normal distribution or not by determined from skewness and kurtosis. Kline (2005) suggested that if skewness was greater than 3 or kurtosis was more than 10, it indicated that the data were not normally distributed (Non-normal distribution) and not suitable to analyze a structural equation model as shown in Table 4.2-4.4.

Table 4.2 Level of opinions on Customer Experience Management

Description	Variable	$\overline{\text{X}}$	Interpret	S.D.	SK	KU
Product						
1. Diversified outbound tour programs can increase customer value and satisfaction.	PROD1	3.92	High	0.89	-0.55	-0.05
2. Identity outbound tour programs can draw customers' attention and increase customer value and satisfaction.	PROD2	4.02	Highest	0.78	-0.50	0.04

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
3. Outbound tour programs that create a great customer experience can increase customer value and satisfaction.	PROD3	4.05	High	0.85	-0.61	-0.04
4. Attentive outbound tour programs can increase customer value and satisfaction.	PROD4	4.21	Highest	0.85	-0.86	0.09
Total	**PROD**	**4.05**	High	**0.70**	**-0.64**	**0.53**
Price						
5. A significant clarification of outbound tour program prices and services can increase customer value and satisfaction.	PRIC1	4.33	Highest	0.80	-1.16	1.45
6. The outbound tour program prices that are worth the quality can increase customer value and satisfaction.	PRIC2	4.27	Highest	0.78	-1.02	1.13
7. The rates of outbound tour programs that range differently can increase customer value and satisfaction.	PRIC3	4.23	Highest	0.81	-0.84	0.34
8. The outbound tour program prices that are	PRIC4	4.20	High	0.81	-0.89	0.65

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
more reasonable than others can increase customer value and satisfaction.						
Total	**PRIC**	**4.26**	Highest	**0.65**	**-1.01**	**1.76**
Place						
9. Appropriate promotion channels of outbound tour programs that customers are able to access can increase customer value and satisfaction.	PLAC1	4.10	High	0.81	-0.68	0.20
10. Availability of outbound tour programs and services can increase customer value and satisfaction.	PLAC2	4.10	High	0.80	-0.68	0.39
11. Availability of distribution channels of outbound tour programs that easily accessible can increase customer value and satisfaction.	PLAC3	4.17	High	0.83	-0.74	0.02
12. A golden location for outbound tour programs distribution can increase customer value and satisfaction.	PLAC4	3.93	High	0.87	-0.48	-0.32

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
Total	**PLAC**	**4.07**	High	**0.67**	**-0.76**	**0.95**
Promotion						
13. Advertising through attractive media can increase customer value and satisfaction.	PROM1	4.07	High	0.79	-0.39	-0.58
14. The way that staff communicate and provide information about outbound tour programs in an interesting manner can increase customer value and satisfaction.	PROM2	4.22	Highest	0.81	-0.75	-0.03
15. Attractive sales promotion can increase customer value and satisfaction.	PROM3	4.11	High	0.79	-0.60	-0.17
16. Public relations strategies that easily accessible can increase customer value and satisfaction.	PROM4	4.10	High	0.80	-0.56	-0.07
Total	**PROM**	**4.12**	High	**0.61**	**-0.64**	**0.33**
People						
17. The way that staff communicates destination language with proficiency can	PEOP1	4.38	Highest	0.79	-1.20	1.21

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
increase customer value and satisfaction.						
18. The way that staff are attentive, service-minded and able to solve problems quickly while providing services can increase customer value and satisfaction.	PEOP2	4.40	Highest	0.75	-1.10	0.78
19. The way that staff are friendly and gentle can increase customer value and satisfaction.	PEOP3	4.43	Highest	0.75	-1.14	0.82
20. The way that staff acquire knowledge and skill and hold experience for a destination country can increase customer value and satisfaction.	PEOP4	4.38	Highest	0.74	-1.04	0.78
Total	**PEOP**	**4.40**	Highest	**0.64**	**-1.26**	**1.98**
Physical Evidence						
21. Attractive window displays can increase customer value and satisfaction.	PHYS1	4.00	High	0.81	-0.30	-0.74
22. Providing of supplementary services such as accommodation	PHYS2	4.27	Highest	0.78	-0.89	0.31

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
and safe trip can increase customer value and satisfaction.						
23. Quality selected customers can increase customer value and satisfaction.	PHYS3	4.05	High	0.88	-0.60	-0.44
24. Availability of facilities in services can increase customer value and satisfaction.	PHYS4	4.31	Highest	0.79	-0.94	0.27
Total	**PHYS**	**4.16**	High	**0.63**	**-0.71**	**0.39**
Process						
25. Procedures of services such as travelling schedule that is appropriate with timing can increase customer value and satisfaction.	PROC1	4.29	Highest	0.70	-0.59	-0.27
26. The process of communication, accessibility and services that can be easily understandable can increase customer value and satisfaction.	PROC2	4.24	Highest	0.75	-0.63	-0.27
27. Tour services with a speedy and accurate manner with good	PROC3	4.32	Highest	0.75	-0.80	-0.03

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
quality can increase customer value and satisfaction.						
28. A convenient process of service inquiry, easy purchase and efficient service can increase customer value and satisfaction.	PROC4	4.15	High	0.78	-0.37	-0.99
Total	**PROC**	**4.25**	Highest	**0.61**	**-0.63**	**0.04**
Total	**CEM**	**4.19**	High	**0.54**	**-0.85**	**1.13**

The Table 4.2 indicated that tourists using outbound tour operators in Thailand had in general a high level of opinion towards the factor concerning customer experience management (the mean is equal to 4.19). Judged in a certain aspect, it was found that the level of opinion towards the factors concerning customer experience management in terms of people, price and process was at a high level which the mean levels ranged from 4.40, 4.26 and 4.25 respectively.

With reference to Product aspect in each point, it could be noticeable that tourists using outbound tour operators in Thailand had the highest level of opinion towards attentive outbound tour programs can increase customer value and satisfaction (the mean is equal to 4.21), the 3 remaining points fell in a high level of opinion; outbound tour programs that create a great customer experience can increase customer value and satisfaction, identity outbound tour programs can draw customers' attention and increase customer value and satisfaction, and diversified outbound tour programs can increase customer value and satisfaction (the mean of levels were 4.05, 4.02 and 3.92 respectively).

Regarding the Price aspect in each point, it was found that tourists using outbound tour operators in Thailand had the highest level of opinion towards 3 points,

namely a significant clarification of outbound tour program prices and services can increase customer value and satisfaction, the outbound tour program prices that are worth the quality can increase customer value and satisfaction, and the rates of outbound tour programs that range differently can increase customer value and satisfaction (the mean of levels were 4.33, 4.27 and 4.23 respectively). The remaining points fell in a high level of opinion; the outbound tour program prices that are more reasonable than others can increase customer value and satisfaction (the mean of level was 4.20).

In relation to Place aspect in each point, tourists using outbound tour operators in Thailand had a high level of opinion towards all points and the points they mostly agreed with were availability of distribution channels of outbound tour programs that easily accessible can increase customer value and satisfaction (the mean of level was 4.17), followed by appropriate promotion channels of outbound tour programs that customers are able to access can increase customer value and satisfaction and availability of outbound tour programs and services can increase customer value and satisfaction which the mean of levels were equal (4.10). The final point that they all agreed with was a golden location for outbound tour programs distribution can increase customer value and satisfaction (the mean of level was 3.93).

With regards to Promotion aspect in each point, it was found that tourists using outbound tour operators in Thailand had the highest level of opinion towards the way that staff communicate and provide information about outbound tour programs in an interesting manner can increase customer value and satisfaction (the mean of level was 4.22). The remaining 3 points fell in a high level of opinion, namely attractive sales promotion can increase customer value and satisfaction, public relations strategies that easily accessible can increase customer value and satisfaction, and advertising through attractive media can increase customer value and satisfaction (the mean of levels were equal to 4.11, 4.10 and 4.07 respectively.).

In relation to People aspect in each point, it could be noticed that tourists using outbound tour operators in Thailand had the highest level of opinion towards all points and the point they mostly agreed with was the way that staff are friendly and

gentle can increase customer value and satisfaction (the mean of level was 4.43), followed by the way that staff are attentive, service-minded and able to solve problems quickly while providing services can increase customer value and satisfaction (the mean of level was 4.40) and the final 2 points they agreed with were the way that staff communicate destination language with proficiency can increase customer value and satisfaction, and the way that staff acquire knowledge and skill and hold experience for a destination country can increase customer value and satisfaction (the mean of levels were equal to 4.38).

With reference to Physical Evidence aspect in each point, tourists using outbound tour operators in Thailand had the highest level of opinion towards 2 points, namely availability of facilities in services can increase customer value and satisfaction (the mean of level was 4.31), and providing of supplementary services such as accommodation and safe trip can increase customer value and satisfaction (the mean of level was 4.27). The remaining 2 points fell in a high level of opinion, namely quality selected customers can increase customer value and satisfaction (the mean was 4.05), and attractive window displays can increase customer value and satisfaction (the mean of level was 4.00).

Regarding to Process aspect in each point, tourists using outbound tour operators in Thailand had the highest level of opinion towards 3 points, namely tour services with a speedy and accurate manner with good quality can increase customer value and satisfaction (the mean of level was 4.32), procedures of services such as travelling schedule that is appropriate with timing can increase customer value and satisfaction (the mean of level was 4.29), and the process of communication, accessibility and services that can be easily understandable can increase customer value and satisfaction (the mean of level was 4.24). The point they had a high level of opinion was a convenient process of service inquiry, easy purchase and efficient service can increase customer value and satisfaction (the mean of level was 4.15).

It was found that a standard deviation of the variables concerning customer experience management corresponded to a range of 0.61 to 0.89, lower than 1 which considered suitable criteria, indicated that the data were appropriately distributed or

no outstanding difference of data giving. The variable having the highest standard deviation, equals to 0.89, was PROD1. It meant that the sample groups had large difference of point of view towards PROD1. The variable having the lowest standard deviation was PROM and PROC which equal to 0.61. It meant that the sample groups had a small degree of different point of view towards PROM and PROC or the data were a bit distributed.

With reference to the distribution of variables concerning customer experience management, it was found that most variables had a skewness and kurtosis near to 0. The skewness ranged between -1.26 to 0.30 and the kurtosis was between -0.99 to 1.98. The skewness value was 3.00 lower while the kurtosis was 10.00 lower. It indicated that the data of variables had a normal distribution curve and can be used to analyze a structural equation model.

Table 4.3 level of opinion towards Customer Value

Description	Variable	$\overline{\text{X}}$	Interpret	S.D.	SK	KU
Social Value						
1. Perception of good image of outbound tour operators can increase customer satisfaction.	SOVL1	4.04	High	0.81	-0.36	-0.73
2. The way that other people recognize one's experience about outbound tour operator service can increase customer satisfaction.	SOVL2	3.91	High	0.91	-0.51	-0.07
3. Perception of luxury and being classy of	SOVL3	3.94	High	0.89	-0.59	0.08

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
outbound tour operators can increase customer satisfaction.						
4. Perception of being a high society person from service of outbound tour operators can increase customer satisfaction.	SOVL4	3.73	High	1.02	-0.46	-0.26
Social Value	**SOVL**	**3.90**	High	**0.74**	**-0.31**	**-0.40**
Emotional Value						
5. Achieving something good from outbound tour operator service can increase customer satisfaction.	EMVL1	4.19	High	0.79	-0.68	-0.16
6. Having a preference for outbound tour operator service can increase customer satisfaction.	EMVL2	4.15	High	0.80	-0.68	0.10
7. Having relaxation response and calming emotion from outbound tour operator service can increase customer satisfaction.	EMVL3	4.13	High	0.80	-0.50	-0.55
8. Having fun and experiencing enjoyment	EMVL4	4.24	Highest	0.78	-0.68	-0.32

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
from outbound tour operator service can increase customer satisfaction.						
Emotional Value	**EMVL**	**4.18**	High	**0.68**	**-0.61**	**-0.05**
Economic Value						
9. Transportation service that is worth spending money can increase customer satisfaction.	ECVL1	4.31	Highest	0.76	-0.99	0.84
10. Food service that is worth spending money can increase customer satisfaction.	ECVL2	4.31	Highest	0.76	-0.92	0.60
11. Service from staff that is worth spending money can increase customer satisfaction.	ECVL3	4.30	Highest	0.78	-0.96	0.63
12. Outbound tour service that is worth spending money can increase customer satisfaction.	ECVL4	4.32	Highest	0.77	-1.15	1.56
Economic Value	**ECVL**	**4.31**	Highest	**0.68**	**-0.99**	**1.45**
Quality Value						
13. Availability of excellent outbound tour service can increase	QUVL1	4.14	High	0.80	-0.63	-0.19

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
customer satisfaction.						
14. Availability of quality outbound tour service can increase customer satisfaction.	QUVL2	4.25	Highest	0.77	-0.83	0.21
15. Availability of reliable outbound tour service can increase customer satisfaction.	QUVL3	4.29	Highest	0.81	-0.91	0.09
16. Responsive and attentive outbound tour service can increase customer satisfaction.	QUVL4	4.31	Highest	0.76	-0.83	0.01
Quality Value	**QUVL**	**4.25**	Highest	**0.67**	**-0.88**	**0.63**
Total	**CTV**	**4.16**	High	**0.60**	**-0.67**	**0.47**

From the Table 4.3, it was noticed that tourists using outbound tour operators in Thailand had overall a high level of opinion towards the factor concerning Customer Value (the mean was 4.16). Considered from each aspect, it was found that the level of opinion towards customer value, economic value and quality value was at the highest level which the mean were 4.31 and 4.25 respectively while towards emotional value and social value was at a high level which the mean were 4.18 and 3.90 respectively.

In relation to Social Value aspect in each point, tourists using outbound operators in Thailand had a high level of opinion towards all points. The point that they agreed with the most was perception of good image of outbound tour operators can increase customer satisfaction (the mean was 4.04), followed by perception of luxury and being classy of outbound tour operators can increase customer satisfaction (the mean was 3.94), the way that other people recognize one's experience about

outbound tour operators can increase customer satisfaction (the mean was 3.91) and the final point was perception of being a high society person from service of outbound tour operators can increase customer satisfaction (the mean was 3.73).

Considered from each point in terms of Emotional Value aspect, it was found that tourist using outbound operators in Thailand had a level of opinion at the highest level was having fun and experiencing enjoyment from outbound tour operators can increase customer satisfaction (the mean was 4.24). The remaining 3 points fell in a high level of opinion, namely achieving something good from outbound tour operators can increase customer satisfaction (the mean was 4.19), having a preference for outbound tour operators can increase customer satisfaction (the mean was 4.15), and having relaxation response and calming emotion from outbound tour operators can increase customer satisfaction (the mean was 4.13).

Regarding Economic Value aspect in each point, tourists using outbound tour operators in Thailand had the highest level of opinion towards all points. The point that they agreed with the most was outbound tours that are worth spending money can increase customer satisfaction (the mean was 4.32), followed by transportation service that is worth spending money can increase customer satisfaction, and food service that is worth spending money can increase customer satisfaction which the mean were equal (4.31). The final point was service from staff that is worth spending money can increase customer satisfaction (the mean was 4.30).

Considering each point in terms of Quality Value aspect, tourists using outbound tour operator service in Thailand had the highest level of opinion towards 3 points, namely responsive and attentive outbound tour service can increase customer satisfaction (the mean was 4.31), availability of reliable outbound tour service can increase customer satisfaction (the mean was 4.29), and availability of quality outbound tour service can increase customer satisfaction (the mean was 4.25). The remaining points fell in a high level of opinion, namely availability of excellent outbound tour service can increase customer satisfaction (the mean was 4.14).

It was found that a standard deviation of the variables concerning customer value corresponded to a range of 0.67 to1.02, lower than 1, considered suitable criteria, indicated that the data were appropriately distributed or no outstanding difference of data giving. The variable having the highest standard deviation, equals to 1.02, was SOVL4. It meant that the sample groups had large difference of point of view towards SOVL4. The variable having the lowest standard deviation was QUVL which equal to 0.67. It meant that the sample groups had a small degree of different point of view towards QUVL.

With reference to the distribution of variables concerning customer value, it was found that most variables had a skewness and kurtosis near to 0. The skewness ranged between -1.15 to -0.31 and the kurtosis was between-0.73 to 1.56. The skewness value was 3.00 lower while the kurtosis was 10.00 lower. It indicated that the data of variables had a normal distribution curve and can be used to analyze a structural equation model.

Table 4.4 level of opinion towards the factor concerning Customer Satisfaction

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
Equality of Service						
1. The way that a company considers a great and valuable customer experience can probably encourage equality regardless of ethnicity/race.	EQSV1	4.18	High	0.74	-0.49	-0.42
2. The way that a company considers a great and valuable customer experience can probably encourage	EQSV2	4.16	High	0.77	-0.58	-0.25

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
equality regardless of religion.						
3. The way that a company considers a great and valuable customer experience can probably encourage equality regardless of gender.	EQSV3	4.20	High	0.78	-0.55	-0.56
4. The way that a company considers a great and valuable customer experience can probably encourage equality regardless of age.	EQSV4	4.21	Highest	0.81	-0.76	0.05
Equality of Service	**EQSV**	**4.18**	High	**0.67**	**-0.52**	**-0.14**
Customer Expectation						
5. The way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in accommodation.	CTEP1	4.28	Highest	0.76	-0.72	-0.27
6. The way that a company considers a great and valuable customer experience can probably encourage	CTEP2	4.23	Highest	0.78	-0.61	-0.51

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
customer satisfaction in food.						
7. The way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in transportation service.	CTEP3	4.11	High	0.82	-0.50	-0.55
8. The way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in staff.	CTEP4	4.10	High	0.78	-0.63	0.27
Customer Expectation	**CTEP**	**4.18**	High	**0.67**	**-0.53**	**-0.19**
Service in time						
9. The way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in punctuality for coordination before travelling.	SVIT1	4.17	High	0.78	-0.63	-0.16
10. The way that a	SVIT2	4.24	Highest	0.77	-0.65	-0.38

Description	Variable	$\overline{X}$	Interpret	S.D.	SK	KU
company considers a great and valuable customer experience can probably encourage customer satisfaction in punctuality for an appointment on travel date.						
11. The way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in punctuality for service arrangement based on a tour program.	SVIT3	4.24	Highest	0.77	-0.67	-0.27
12. The way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in punctuality for coordination after travelling.	SVIT4	4.20	High	0.78	-0.65	-0.22
Service in time	**SVIT**	**4.21**	Highest	**0.68**	**-0.50**	**-0.40**
Total	**CTS**	**4.19**	High	**0.60**	**-0.56**	**0.11**

The Table 4.4 indicated that tourists using outbound tour operators in Thailand had overall a high level of opinion towards the factors concerning customer satisfaction (the mean was 4.19). Considered each aspect, it was found that the level of opinion towards the factors concerning customer satisfaction in terms of service in time was at the highest level which the mean was 4.21. In terms of equality of service and customer expectation, the level of opinion was at a high level which the mean was equally 4.18.

In terms of Equality of Service in each point, it could be noticeable that tourists using outbound tour operators in Thailand had the highest level of opinion towards the way that a company considers a great and valuable customer experience can probably encourage equality regardless of age (the mean was 4.21). The remaining 3 points fell in a high level of opinion, namely the way that a company considers a great and valuable customer experience can probably encourage equality regardless of gender (the mean was 4.20), the way that a company considers a great and valuable customer experience can probably encourage equality regardless of ethnicity/race (the mean was 4.18), and the way that a company considers a great and valuable customer experience can probably encourage equality regardless of religion (the mean was 4.16).

Considering each point in terms of Customer Expectation, tourists using outbound tour operators in Thailand had the highest level of opinion towards 2 points, namely the way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in accommodation (the mean was 4.28), and the way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in food (the mean was 4.23). The remaining 2 points fell in a high level of opinion; the way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in transportation service (the mean was 4.10), and the way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in staff (the mean was 4.10).

Considering each point in terms of Service in time (SVT), tourists using outbound tour operators in Thailand had the highest level of opinion towards 2 points, namely the way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in punctuality for an appointment on travel date, and the way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in punctuality for service arrangement based on a tour program which the mean were equal to 4.24. The remaining 2 points fell in a high level of opinion; the way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in punctuality for coordination after travelling (the mean was 4.20), and the way that a company considers a great and valuable customer experience can probably encourage customer satisfaction in punctuality for coordination before travelling (the mean was 4.17).

It was found that a standard deviation of the variable concerning customer satisfaction corresponded to a range of 0.67 to 0.82, lower than 1, considered suitable criteria and indicated that the data were appropriately distributed or there was no outstanding difference of data giving. The variable having the highest standard deviation was CTEP 3 which was equal to 0.82. It meant that the sample groups had large difference of point of view towards CTEP3. The variable having the lowest standard deviation was EQSV and CTEP which were equal to 0.67. It meant that the sample groups had a small degree of different point of view towards EQSV and CTEP variables.

With reference to the distribution of variables concerning customer satisfaction, it was found that most variables had a skewness and kurtosis near to 0. The skewness ranged between -0.76 to -0.49 and the kurtosis was between-0.56 to 0.27. The skewness value was lower than 3.00 while the kurtosis was lower than 10.00. It indicated that the data of variables had a normal distribution curve and can be used to analyze a structural equation model.

4.3   Checking congruence of a model

The checking congruence of a model is performed so as to see whether a research model that created by the researcher shows congruence with gathered empirical data or not. If the model can match the data, it would be called Model Fit. Chi-square value (In AMOS, the chi-square value is called CMIN.) is used as criteria to consider the congruence between the model and the empirical data. The probability level (p value) must not be statistically significant and greater than 0.05 Relative Chi-square which can be calculated from ratio between chi-square statistic and degrees of freedom (χ^2/df or CMIN/DF in AMOS). The determined criteria are the value must be less than 2.00 (Bollen, 1989: 278), the root mean square error of approximation; RMSEA and the root mean square residual (RMR) must be less than or equal to 0.05 (Schumaker & Lomax, 2004), several other indices that fall into the category of absolute indices include the Goodness-of-fit index (GFI) and the adjusted goodness of fit index (AGFI) must range from 0.90 (Schumaker & Lomax, 2004), the Parsimony Goodness of Fit Index (PGFI) should range from 0.05 or above (Diamantopoulos & Siguaw, 2000: 87), relative fit indices include CFI NFI IFI RFI and TLI which values larger than 0.90 are considered good fitting models (Lattin et al, 2003), parsimony fit indices include PRATIO PNFI and PCFI which values larger than 0.50 (Kanlaya Wanichbancha, 2012: 92) and Hoelter value should be greater than 200 (Kanlaya Wanichbancha, 2013: 117) so that larger samples are seen as better fitting to accept modules that are consistent with the empirical data.

Table 4.5 summary of fit indices used to assess the congruence between the model and the empirical data

Goodness of fit index	Consideration Criteria
1. Absolute Fit Index	
1.1 Relative χ^2 (χ^2/df) or CMIN/DF	<2.00
1.2 P value of χ^2 or P of CMIN	P>0.05
1.3 GFI (Goodness of Fit Index)	≥0.90
1.4 AGFI (Adjusted Goodness of Fit Index)	≥0.90
1.5 PGFI (Parsimony Goodness of Fit Index)	≥0.50
1.6 RMR (Root Mean Square Residual)	≤0.05
1.7 RMSEA (Root Mean Square Error of Approximation)	≤0.05
2. Relative Fit Index	
2.1 NFI (Normed Fit Index)	>0.90
2.2 RFI (Relative Fit Index)	>0.90
2.3 IFI (Incremental Fit Index)	>0.90
2.4 TLI (Tucker-Lewis Index)	>0.90
2.5 CFI (Comparative Fit Index)	>0.90
3. Parsimony Fit Index	
3.1 PRATIO (Parsimonious Ratio)	>0.50
3.2 PNFI (Parsimony Normed Fit Index)	>0.50
3.3 PCFI (Parsimony Comparative Fit Index)	>0.50
4. Sample size determination index	
Hoelter	>200

4.4   Analysis of the construct validity of each measurement model

A structural equation model of customer satisfaction for outbound tour operators in Thailand based on the research framework is comprised of 3 measurement models: a measurement model of customer experience management, a measurement model of customer value, and a measurement model of customer satisfaction. Before analyzing the structural equation model based on the research framework, the researcher checks the measurement models to verify whether observed variables can measure the objects or latent variables by using confirmatory factor analysis technique and the results are shown as follow:

4.4.1 Confirmatory factor analysis of the model of customer experience management

The analysis of the measurement model of customer experience management is comprised of 7 subfactors and there are 28 observed variables or indicators as follow: Product (PROD) includes 4 observed variables: PROD1;PROD2;PROD3 and PROD4, Price (PRIC) includes 4 observed variables: PRIC1; PRIC2; PRIC3 and PRIC4 , Place (PLAC) includes 4 observed variables: PLAC1; PLAC;, PLAC3 and PLAC4,Promotion (PROM) includes 4 observed variables: PROM1; PROM2; PROM3 and PROM4, People (PEOP) includes 4 observed variables: PEOP1; PEOP2; PEOP3 and PEOP4,Physical Evidence (PHYS) includes observed variables: PHYS1; PHYS2,;PHYS3 and PHYS4, and Process (PROC) includes 4 observed variables: PROC1; PROC2; PROC3 and PROC4.

To analyze the measurement model of customer experience management, the researcher use the second order confirmatory factor analysis to reveal that the 7 subfactors are the actual factors of customer experience management (CEM) and all 28 observed variables are the vital indicators of the factors concerning customer experience management or all 28 question items can actually be used to measure the factors concerning customer experience management.

Before conducting the confirmatory factor analysis of the relationship of observed variables to evaluate the correlation matrix's suitability to be used for the factors analysis, the relationship of observed variables is verified to see whether the correlation coefficient is significantly different from zero or not. If there is no relationship between the variables, it indicates that there is no co-variation and that matrix cannot be used to analyze. The statistics used for consideration is Bartlett's test of sphericity. Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix. If the variables are unrelated, therefore they are unsuitable to use in factor analysis. Moreover, KMO index (Kaiser-Mayer-Olkin) is a measure of the correlation matrix's suitability for factor analysis. Overall KMO measured greater than 0.80 is proposed suitable for factor analysis while a measure of lower than 0.50 is unsuitable for the analysis.

The results obtained from considering the relationships of the factors concerning customer experience management (CEM) revealed that all observed variables are related with a statistical significance level of 0.01, the correlation coefficient ranges from 0.242 – 0.694. Barlett's test of sphericity is 6525.313, df = 378, P = 0.000, indicates that the correlation matrix differs from identity matrix with a statistical significance level of 0.01 which consistent with Kaiser-Mayer-Olkin measure that values 0.962. KMO measured greater than 0.80 indicates that observed variables are highly related and suitable for factor analysis as shown in Table 4.6.

Table 4.6 Correlation coefficient of observed variables on customer experience management

Variable	PROD1	PROD2	PROD3	PROD4	PRIC1	PRIC2	PRIC3	PRIC4	PLAC1	PLAC2	PLAC3	PLAC4	PROM1	PROM2
PROD1	1.000													
PROD2	0.583**	1.000												
PROD3	0.544**	0.661**	1.000											
PROD4	0.491**	0.584**	0.632**	1.000										
PRIC1	0.447**	0.526**	0.461**	0.523**	1.000									
PRIC2	0.405**	0.512**	0.515**	0.497**	0.602**	1.000								
PRIC3	0.430**	0.408**	0.412**	0.416**	0.512**	0.561**	1.000							
PRIC4	0.462**	0.499**	0.508**	0.511**	0.503**	0.553**	0.583**	1.000						
PLAC1	0.508**	0.524**	0.525**	0.464**	0.490**	0.420**	0.407**	0.480**	1.000					
PLAC2	0.454**	0.491**	0.503**	0.478**	0.490**	0.443**	0.399**	0.499**	0.648**	1.000				
PLAC3	0.438**	0.499**	0.455**	0.456**	0.489**	0.470**	0.507**	0.532**	0.567**	0.582**	1.000			
PLAC4	0.431**	0.387**	0.390**	0.368**	0.318**	0.311**	0.405**	0.430**	0.436**	0.521**	0.509**	1.000		
PROM1	0.417**	0.411**	0.364**	0.396**	0.388**	0.348**	0.374**	0.405**	0.423**	0.485**	0.389**	0.445**	1.000	
PROM2	0.346**	0.445**	0.443**	0.454**	0.424**	0.498**	0.398**	0.483**	0.468**	0.517**	0.493**	0.383**	0.529**	1.000
PROM3	0.405**	0.426**	0.432**	0.426**	0.452**	0.417**	0.413**	0.414**	0.522**	0.494**	0.519**	0.327**	0.372**	0.428**
PROM4	0.428**	0.455**	0.429**	0.428**	0.413**	0.425**	0.415**	0.454**	0.521**	0.493**	0.530**	0.419**	0.426**	0.434**

Table 4.7 Correlation coefficient of observed variables on customer experience management

PEOP1	0.334**	0.402**	0.355**	0.417**	0.512**	0.438**	0.388**	0.373**	0.448**	0.417**	0.471**	0.281**	0.401**	0.526**
PEOP2	0.341**	0.427**	0.443**	0.463**	0.481**	0.540**	0.421**	0.414**	0.391**	0.411**	0.479**	0.242**	0.378**	0.509**
PEOP3	0.310**	0.413**	0.418**	0.442**	0.458**	0.480**	0.422**	0.430**	0.427**	0.419**	0.480**	0.274**	0.327**	0.521**
PEOP4	0.304**	0.400**	0.372**	0.422**	0.415**	0.437**	0.406**	0.452**	0.416**	0.399**	0.467**	0.351**	0.402**	0.454**
PHYS1	0.382**	0.361**	0.332**	0.310**	0.259**	0.311**	0.363**	0.303**	0.344**	0.354**	0.364**	0.491**	0.398**	0.341**
PHYS2	0.373**	0.387**	0.418**	0.390**	0.448**	0.472**	0.405**	0.413**	0.413**	0.428**	0.478**	0.381**	0.259**	0.436**
PHYS3	0.339**	0.378**	0.406**	0.385**	0.318**	0.342**	0.339**	0.341**	0.440**	0.383**	0.426**	0.334**	0.316**	0.439**
PHYS4	0.372**	0.380**	0.428**	0.415**	0.396**	0.414**	0.403**	0.392**	0.402**	0.457**	0.472**	0.368**	0.336**	0.427**
PROC1	0.389**	0.470**	0.451**	0.428**	0.461**	0.494**	0.404**	0.409**	0.483**	0.482**	0.437**	0.331**	0.449**	0.519**
PROC2	0.378**	0.452**	0.502**	0.477**	0.481**	0.537**	0.423**	0.479**	0.499**	0.461**	0.452**	0.371**	0.368**	0.525**
PROC3	0.363**	0.520**	0.525**	0.496**	0.445**	0.530**	0.429**	0.505**	0.492**	0.463**	0.506**	0.354**	0.369**	0.512**
PROC4	0.453**	0.428**	0.477**	0.507**	0.486**	0.509**	0.413**	0.487**	0.493**	0.444**	0.459**	0.340**	0.374**	0.465**

Note: $*P < 0.05$, $**P < 0.01$

Table 4.8 Correlation coefficient of observed variables on customer experience management

Variable	PROM3	PROM4	PEOP1	PEOP2	PEOP3	PEOP4	PHYS1	PHYS2	PHYS3	PHYS4	PROC1	PROC2	PROC3	PROC4
PROM3	1.000													
PROM4	0.558**	1.000												
PEOP1	0.437**	0.463**	1.000											
PEOP2	0.456**	0.459**	0.663**	1.000										
PEOP3	0.519**	0.463**	0.567**	0.673**	1.000									
PEOP4	0.386**	0.465**	0.576**	0.613**	0.659**	1.000								
PHYS1	0.395**	0.445**	0.311**	0.324**	0.307**	0.374**	1.000							
PHYS2	0.503**	0.441**	0.452**	0.512**	0.487**	0.474**	0.405**	1.000						
PHYS3	0.424**	0.386**	0.384**	0.403**	0.378**	0.395**	0.453**	0.437**	1.000					
PHYS4	0.502**	0.390**	0.453**	0.478**	0.442**	0.440**	0.408**	0.586**	0.444**	1.000				
PROC1	0.471**	0.498**	0.523**	0.481**	0.470**	0.461**	0.434**	0.454**	0.396**	0.438**	1.000			
PROC2	0.468**	0.491**	0.463**	0.478**	0.449**	0.431**	0.403**	0.458**	0.463**	0.455**	0.607**	1.000		
PROC3	0.439**	0.443**	0.505**	0.554**	0.521**	0.484**	0.331**	0.506**	0.474**	0.455**	0.582**	0.694**	1.000	
PROC4	0.497**	0.489**	0.428**	0.509**	0.463**	0.470**	0.343**	0.420**	0.349**	0.462**	0.476**	0.541**	0.506**	1.000
Barlet's Test of Spericity Chi Square = 6525.313, df = 378, P = 0.000, KMO = 0.962														
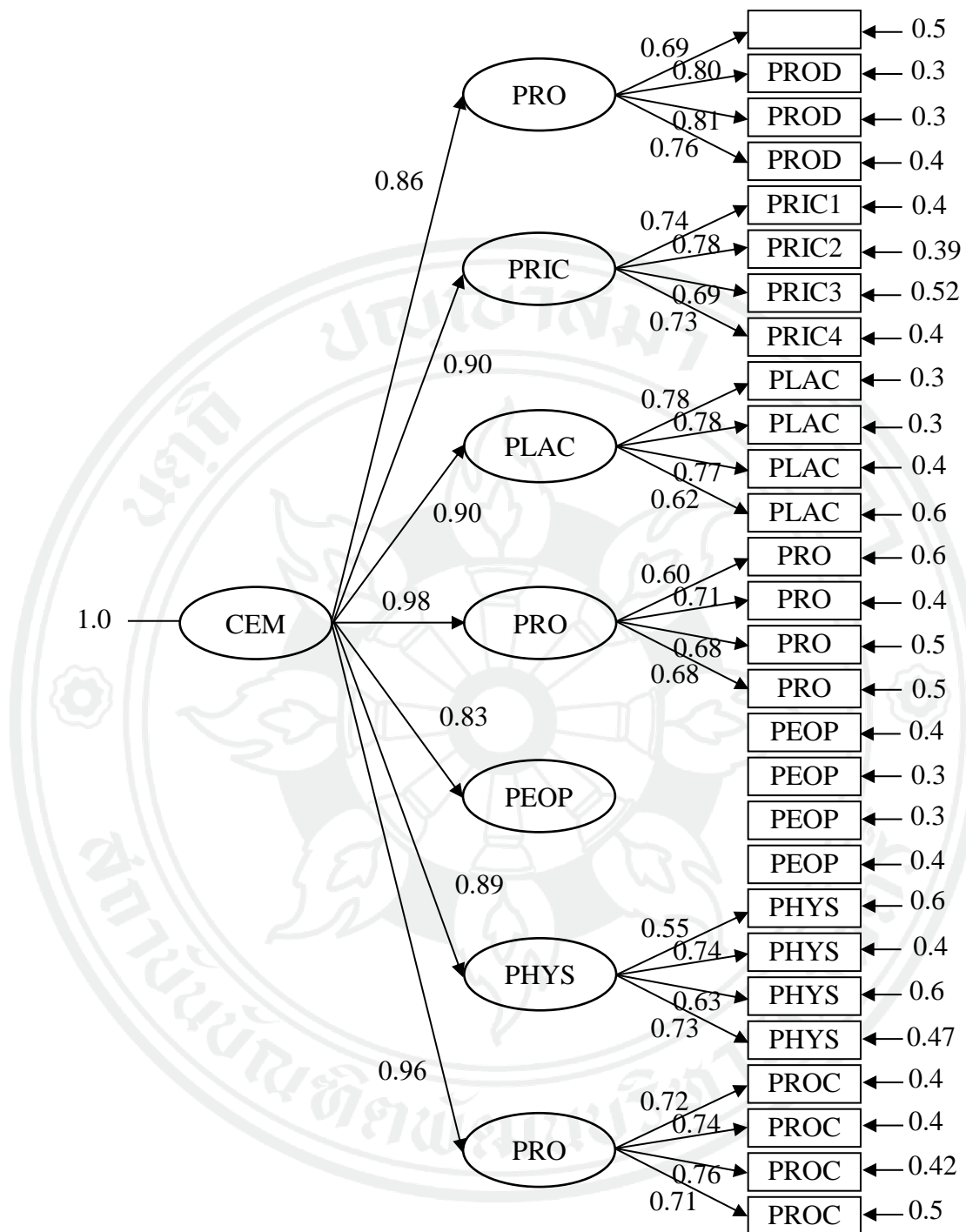
Chi-Square = 416.396, df = 307, P = 0.000, Chi-Square/df = 1.356,

RMSEA = 0.030, RMR = 0.021, GFI = 0.933, AGFI = 0.911, TLI = 0.979, CFI = 0.983, **P < 0.01

Figure 4.1 Results of the second order confirmatory factor analysis of the customer experience management model.

Table 4.9 Results of the second order confirmatory factor analysis of the customer experience management model

Latent and observed variables	Factor loading standard	Standard error	t-value or C.R.	Reliability (R^2)
The first order factor analysis				
PROD				
PROD1	0.69	-	-	0.48
PROD2	0.80**	0.07	14.40	0.64
PROD3	0.81**	0.08	14.53	0.66
PROD4	0.76**	0.08	13.69	0.57
PRIC				
PRIC1	0.74	-	-	0.54
PRIC2	0.78**	0.07	15.02	0.61
PRIC3	0.69**	0.07	13.22	0.48
PRIC4	0.73**	0.07	13.96	0.53
PLAC				
PLAC1	0.78	-	-	0.61
PLAC2	0.78**	0.06	16.25	0.62
PLAC3	0.77**	0.06	15.81	0.59
PLAC4	0.62**	0.07	12.41	0.38
PROM				
PROM1	0.60	-	-	0.36
PROM2	0.71**	0.11	11.48	0.51
PROM3	0.68**	0.10	11.05	0.46
PROM4	0.68**	0.10	11.10	0.47
PEOP				

Latent and observed variables	Factor loading standard	Standard error	t-value or C.R.	Reliability (R²)
The first order factor analysis				
PEOP1	0.78	-	-	0.60
PEOP2	0.82**	0.06	16.83	0.68
PEOP3	0.81**	0.06	15.66	0.66
PEOP4	0.77**	0.06	15.67	0.59
PHYS				
PHYS1	0.55	-	-	0.31
PHYS2	0.74**	0.12	10.33	0.55
PHYS3	0.63**	0.12	10.27	0.39
PHYS4	0.73**	0.12	10.25	0.53
PROC				
PROC1	0.72	-	-	0.52
PROC2	0.74**	0.07	15.15	0.55
PROC3	0.76**	0.08	14.55	0.58
PROC4	0.71**	0.08	13.56	0.50
Second-order factor analysis				
CEM				
PROD	0.86**	0.04	13.44	0.73
PRIC	0.90**	0.04	14.96	0.81
PLAC	0.90**	0.04	16.10	0.82
PROM	0.98**	0.04	12.58	0.95
PEOP	0.83**	0.03	14.70	0.68
PHYS	0.89**	0.04	10.62	0.80
PROC	0.96**	0.03	15.49	0.92
$\chi^2 = 416.396$, df = 307, P = 0.000, $\chi^2/df = 1.356$, RMSEA = 0.030, RMR = 0.021, GFI = 0.933, AGFI = 0.911, TLI = 0.979, CFI = 0.983				

Note: * means with a statistical significance level of 0.05 (1.96 < t–value ≤ 2.58)

** Means with a statistical significance level of 0.01 (t–value > 2.58)

The results of the second confirmatory factor analysis of the customer experience management revealed that the chi-square value was ($\chi 2$) 416.396, the degree of freedom (df) was 307, the P value was 0.000 with a statistical significance level of 0.01. It indicated that the model was not consistent with the empirical data. However, how the chi-square value was calculated, it was extremely sensitive to sample size. The bigger the sample size was, the more the chi-square value was statistically significant. Therefore, the ratio between the chi-square statistics and the degrees of freedom or relative chi-square ($\chi 2$/df) should be measured altogether. Based on the analysis, it was found that the relative chi-square value ($\chi 2$/df) was 1.356 which lower than the determined criteria that was equal to 2. Thus, the measurement model of the second confirmatory factor analysis of the customer experience management model was consistent with the empirical data. In addition, considered from the root mean square error of approximation index (RMSEA 0.030), the root mean square residual index (RMR 0.021) which lower than the determined criteria (≤0.05), the Goodness-of-fit index(GFI 0.933), and the adjusted goodness of fit index(AGFI 0.911) which higher than the determined criteria (≥0.90), Tucker-Lewis Index (TLI 0.979), and the comparative fit index (CFI 0.983) which higher than the determined criteria (>0.90).

It was found that all indices met the criteria. As a result, it could be concluded that the model was consistent with the empirical data. Considered from the factor loading standard of all 28 observed variables, it was found that the factor loading value of each observed variable was positive ranging from 0.55-0.82 with a statistical significance level of 0.01 in every single variable. It meant that all 28 observed variables could be the important indicators for the customer experience management. Considered from the factor loading standard values of 7 subfactors, it was found that the factor loading standard value of each factor was positive ranging from 0.83-0.98 with a statistical significance level of 0.01 in every single factor. It indicated that all

7 subfactors could be the important elements of the customer experience management as shown in Figure 4.1 and Table 4.7.

4.4.2 Confirmatory factor analysis of customer value model

The analysis of the measurement model of the customer value is comprised of 4 subfactors and 16 observed variables as follow: social value (SOVL) includes 4 observed variables: SOVL1; SOVL; SOVL3 and SOVL4. Emotional value (EMVL) includes 4 observed variables: EMVL1; EMVL2; EMVL3 and EMVL4. Economic value (ECVL) includes 4 observed variables: ECVL1; ECVL2:ECVL3 and ECVL4. The last one is quality value (QUVL) including 4 observed variables: QUVL1; QUVL2; QUVL3 and QUVL4.

The researcher used the second order confirmatory factory analysis to measure the customer value measurement model to show that the 4 subfactors are the actual elememts of the factor concerning customer value (CTV) and 16 observed variables are the important indicators of the customer value or 16 question items can actually measure the customer value factors.

Before the confirmatory factor analysis of the observed variables relationship was conducted, in order to consider suitability of the correlation matrix used for factor analysis, the results of the relationship of the customer value factors (CTV) revealed that all observed variables were associated with a statistical significance level of 0.01, the correlation coefficient ranged from 0.231 – 0.7, Barlett's test of sphericity statistics was 4426.130, df =120, P = 0.000. It indicated that the correlation matrix differed from an identity matrix with a statistical significance level of 0.01 consistent to Kaiser-Mayer-Olkin test which measured at 0.943. KMO measured greater than 0.80 indicated that the observed variables are highly related and suitable for the factory analysis.as shown in Table 4.8

Table 4.10 the correlation coefficient of the observed variables of the customer value

Variable	SOVL 1	SOVL 2	SOVL 3	SOVL 4	EMVL 1	EMVL 2	EMVL 3	EMVL 4	ECVL 1	ECVL 2	ECVL 3	ECVL 4	QUVL 1	QUVL 2	QUVL 3	QUVL 4
SOVL1	1.000															
SOVL2	0.583**	1.000														
SOVL3	0.510**	0.609**	1.000													
SOVL4	0.404**	0.534**	0.660**	1.000												
EMVL1	0.492**	0.492**	0.445**	0.375**	1.000											
EMVL2	0.518**	0.565**	0.504**	0.432**	0.660**	1.000										
EMVL3	0.504**	0.529**	0.493**	0.393**	0.643**	0.653**	1.000									
EMVL4	0.484**	0.468**	0.406**	0.365**	0.646**	0.645**	0.678**	1.000								

Variable	SOV L1	SOV L2	SOV L3	SOV L4	EMV L1	EMV L2	EMV L3	EMV L4	ECV L1	ECV L2	ECV L3	ECV L4	QUV L1	QUV L2	QUV L3	QUV L4
ECVL1	0.540 **	0.487 **	0.410 **	0.305 **	0.518 **	0.538 **	0.552 **	.534**	1.000							
ECVL2	0.509 **	0.471 **	0.364 **	0.252 **	0.515 **	0.523 **	0.583 **	0.547 **	0.787 **	1.000						
ECVL3	0.478 **	0.452 **	0.362 **	0.231 **	0.562 **	0.529 **	0.539 **	0.563 **	0.739 **	0.723 **	1.000					
ECVL4	0.482 **	0.399 **	0.379 **	0.250 **	0.513 **	0.518 **	0.569 **	0.518 **	0.621 **	0.678 **	0.725 **	1.000				
QUVL1	0.459 **	0.428 **	0.445 **	0.345 **	0.514 **	0.534 **	0.531 **	0.497 **	0.540 **	0.509 **	0.495 **	0.487 **	1.000			
QUVL2	0.516 **	0.438 **	0.396 **	0.298 **	0.518 **	0.539 **	0.624 **	0.518 **	0.590 **	0.607 **	0.584 **	0.557 **	0.649 **	1.000		
QUVL3	0.479 **	0.396 **	0.361 **	0.257 **	0.470 **	0.500 **	0.567 **	0.486 **	0.571 **	0.612 **	0.530 **	0.559 **	0.536 **	0.707 **	1.000	
QUVL4	0.469 **	0.400 **	0.317 **	0.261 **	0.519 **	0.478 **	0.567 **	0.542 **	0.622 **	0.584 **	0.630 **	0.630 **	0.587 **	0.645 **	0.681 **	1.000
Barlet's Test of Spericity Chi Square = 4426.130, df = 120 P = 0.000, KMO = 0.943																
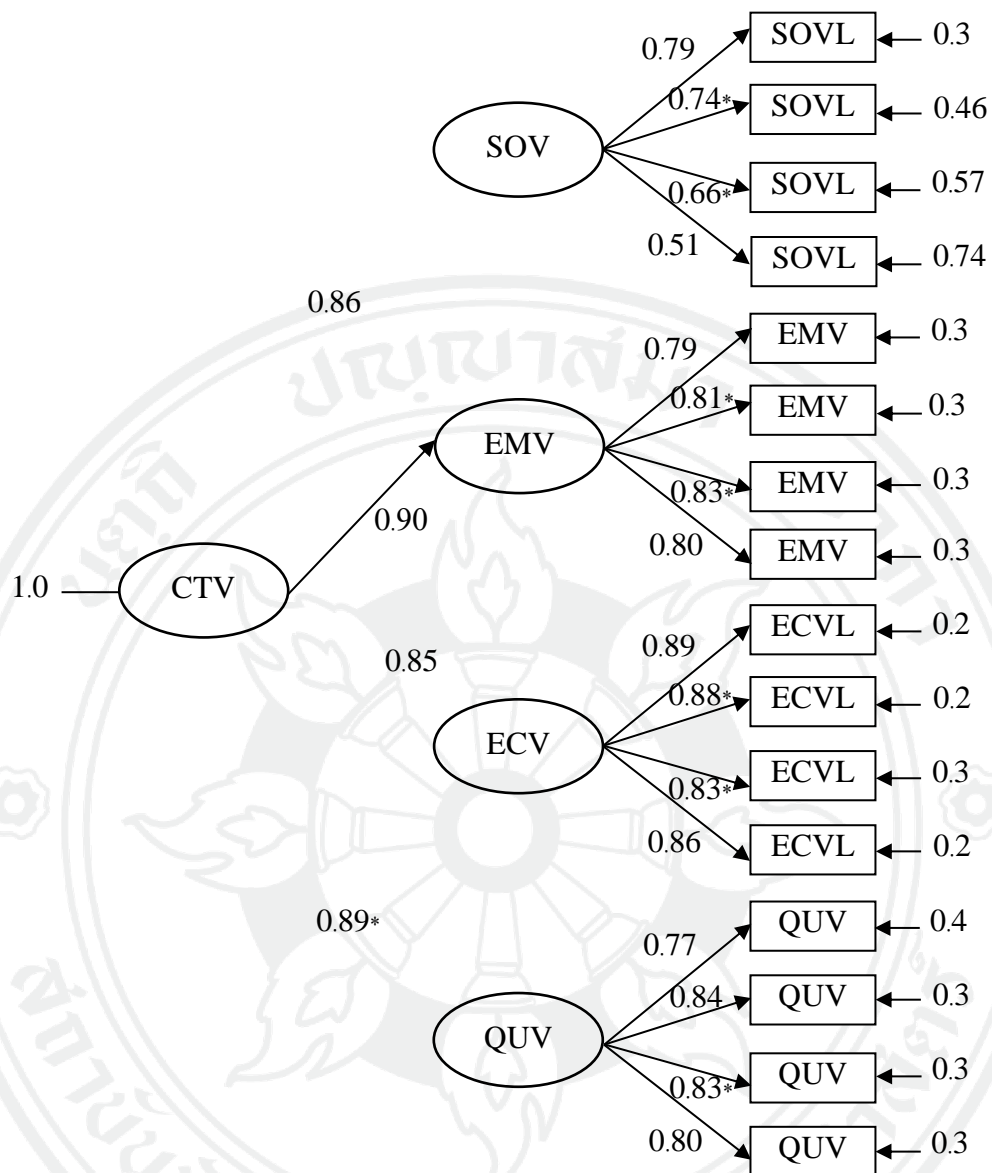
RMSEA = 0.023, RMR = 0.022, GFI = 0.969, AGFI = 0.949, TLI = 0.994, CFI = 0.996,

**P < 0.01

Chi-Square = 99.852, df = 82, P = 0.088, Chi-Square/df = 1.218,

Figure 4.2 the results of the second order confirmatory factor analysis of customer value model

Table 4.11 the results of the second order confirmatory factor analysis of customer value model.

Latent variable Observed variable	Factor Loading	Standard Error	t-value or C.R.	Reliability (R^2)
First-order factor analysis				
SOVL				
SOVL1	0.79	-	-	0.62
SOVL2	0.74**	0.08	13.51	0.54
SOVL3	0.66**	0.08	11.96	0.43
SOVL4	0.51**	0.09	9.19	0.26
EMVL				
EMVL1	0.79	-	-	0.63
EMVL2	0.81**	0.06	17.52	0.65
EMVL3	0.83**	0.06	18.19	0.69
EMVL4	0.80**	0.06	17.38	0.65
ECVL				
ECVL1	0.89	-	-	0.80
ECVL2	0.88**	0.04	23.79	0.77
ECVL3	0.83**	0.04	22.14	0.69
ECVL4	0.86**	0.05	18.18	0.74
QUVL				
QUVL1	0.77	-	-	0.59
QUVL2	0.84**	0.06	17.21	0.70
QUVL3	0.83**	0.07	15.39	0.68
QUVL4	0.80**	0.06	16.30	0.63
Second-order factor analysis				
CTV				
SOVL	0.86**	0.04	14.70	0.75
EMVL	0.90**	0.04	16.31	0.82

Latent variable Observed variable	Factor Loading	Standard Error	t-value or C.R.	Reliability (R^2)
First-order factor analysis				
ECVL	0.85**	0.03	17.77	0.73
QUVL	0.89**	0.04	15.58	0.80
$\chi^2 = 99.852$, df = 82, P = 0.088, χ^2/df = 1.218, RMSEA = 0.023, RMR = 0.022, GFI = 0.969, AGFI = 0.949, TLI = 0.994, CFI = 0.996				

Note: * means a statistical significance level of 0.05 (1.96 < t-value ≤ 2.58), ** means a statistical significance level of 0.01 (t-value >2.58).

The results of the second order confirmatory factor analysis of customer value model revealed that the measurement model of the second order confirmatory factor analysis of customer value model was consistent with the empirical data based on the following indices: chi-square value ($\chi 2$) = 99.852, degrees of freedom (df) = 82, P value = 0.088 with non-statistical significance level of 0.01, relative chi-square value ($\chi 2$/df) = 1.218 lower than the determined criteria which equal to 2, the root mean square error of approximation (RMSEA) = 0.023 and the root mean square residual (RMR) = 0.022 which lower than the determined criteria (≤0.05), the Goodness-of-fit index (GFI) = 0.969 and the adjusted goodness of fit index (AGFI) = 0.949 which higher than the determined criteria (≥0.90), Tucker-Lewis Index (TLI) = 0.994 and comparative fit index (CFI) = 0.996 which higher than the determined criteria (≥0.90). The mentioned above statistics met the criteria; therefore, it could be concluded that the model was consistent with the empirical data.

Considered the factor loading standard values of all 16 observed variables, it was found that the factor loading standard value of each observed variable was positive ranging from 0.51-0.89 with a statistical significance level of 0.01 in every

single variable. It indicated that all 16 observed variables were the important indicators of customer value. Considered the factor loading standard values of all 4 subfactors, it was found that the factor loading standard value of each subfactor was positive ranging as high as from 0.85-0.90 with a statistical significance level of 0.01 in every single subfactor. It indicated that all 4 subfactors were the important elements of customer value as shown in Figure 4.2 and Table 4.9.

Confirmatory factor analysis of customer satisfaction model

The analysis of customer satisfaction measurement model is comprised of 3 subfactors and 12 observed variables as follow: equality of service(EQSV) includes 4 observed variables: EQSV1;WQSV2;EQSV3 and EQSV4, customer expectation (CTEP) includes 4 observed variables:CTEP1;CTEP2;CTEP3 and CTEP4, and service in time (SVIT) includes 4 observed variables:SVIT1;SVIT2;SVIT3 and SVIT4.

The researcher used the second order confirmatory factor analysis to measure the customer satisfaction measurement model to show that the 3 subfactors were the actual elements of the customer satisfaction (CTS) and all of the 12 observed variables were the crucial indicators of the customer satisfaction or 12 question items are proposed suitable to measure the customer satisfaction.

Before the confirmatory factor analysis of the observed variables relationship was conducted, in order to consider suitability of the correlation matrix used for factor analysis, the results of the relationship of the customer satisfaction factors (CTS) revealed that all observed variables are related with a statistical significance level of 0.01, the correlation coefficient ranged from 0.442-0.781, Barlett's test of sphericity statistics was 3434.858, df =66, P = 0.000. It indicated that the correlation matrix differed from an identity matrix with a statistical significance level of 0.01 consistent to Kaiser-Mayer-Olkin test which measured at 0.932. KMO measured greater than 0.80 indicated that the observed variables are highly related and suitable for the factory analysis as shown in the Table 4.10.

Table 4.12 the correlation coefficient of the observed variables of customer satisfaction

Variable	EQSV1	EQSV2	EQSV3	EQSV4	CTEP1	CTEP2	CTEP3	CTEP4	SVIT1	SVIT2	SVIT3	SVIT4
EQSV1	1.000											
EQSV2	0.704**	1.000										
EQSV3	0.595**	0.706**	1.000									
EQSV4	0.633**	0.685**	0.703**	1.000								
CTEP1	0.552**	0.552**	0.517**	0.600**	1.000							
CTEP2	0.545**	0.551**	0.524**	0.518**	0.781**	1.000						
CTEP3	0.560**	0.548**	0.486**	0.546**	0.617**	0.626**	1.000					
CTEP4	0.538**	0.535**	0.450**	0.489**	0.584**	0.573**	0.609**	1.000				
SVIT1	0.562**	0.502**	0.442**	0.480**	0.519**	0.528**	0.461**	0.562**	1.000			
SVIT2	0.530**	0.529**	0.484**	0.483**	0.514**	0.530**	0.508**	0.545**	0.691**	1.000		
SVIT3	0.478**	0.501**	0.469**	0.489**	0.551**	0.570**	0.521**	0.609**	0.629**	0.729**	1.000	
SVIT4	0.558**	0.571**	0.521**	0.547**	0.562**	0.572**	0.536**	0.545**	0.673**	0.697**	0.753**	1.000
Barlet's Test of Spericity Chi Square = 3434.858, df = 66 P = 0.000, KMO = 0.932												

Note: *P < 0.05, **P < 0.01
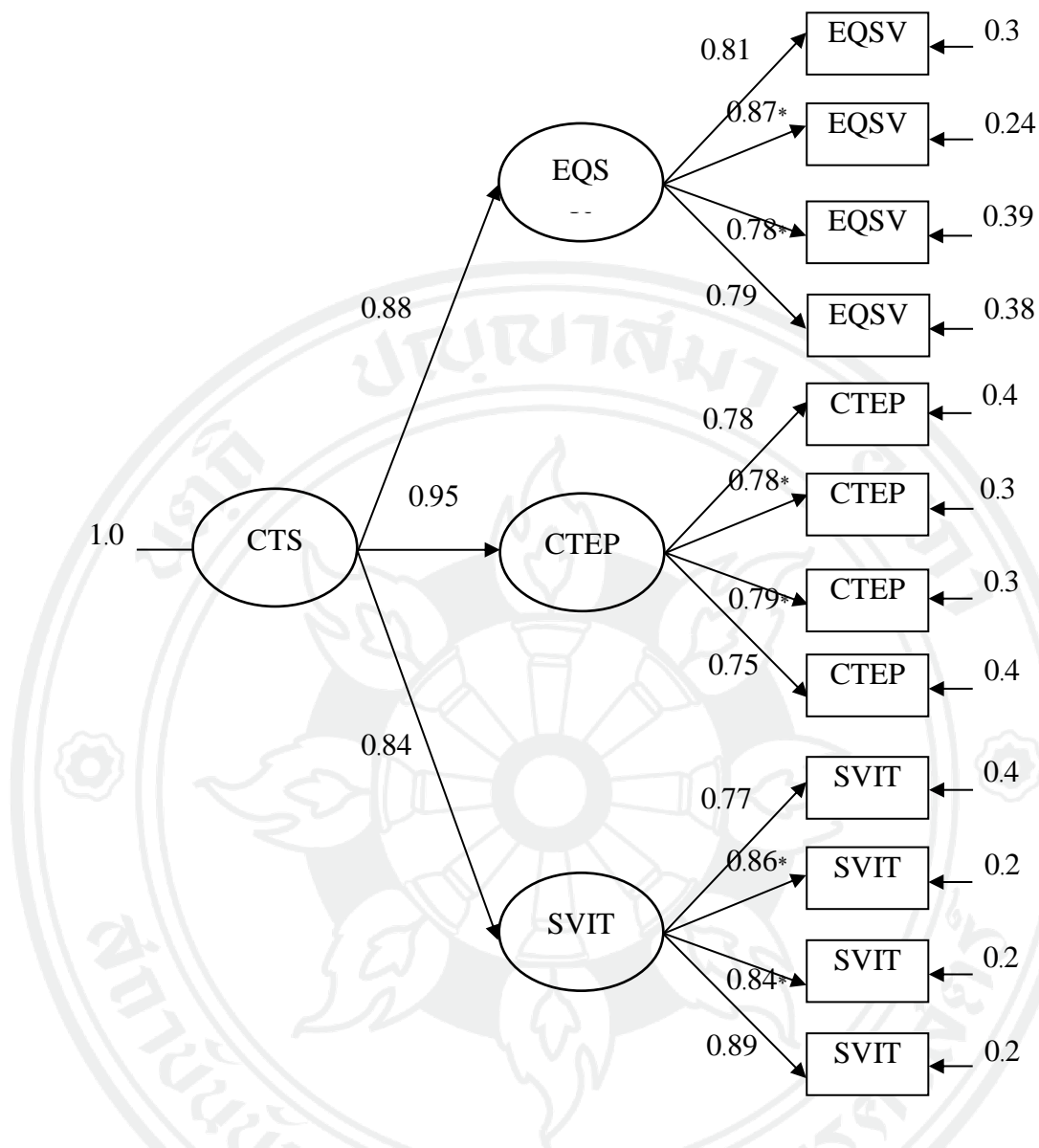
Chi-Square = 51.187, df = 44, P = 0.212, Chi-Square/df = 1.163,

RMSEA = 0.020, RMR = 0.012, GFI = 0.980, AGFI = 0.964, TLI = 0.997, CFI = 0.998, **P < 0.01

Figure 4.3 the results of the second order confirmatory factor analysis of the customer satisfaction model

Table 4.13 the results of the second order confirmatory factor analysis of the customer satisfaction model

Latent variable / Observed variable	Factor Loading	Standard Error	t-value or C.R.	Reliability (R^2)
First-order factor analysis				
EQSV				
EQSV1	0.81	-	-	0.65
EQSV2	0.87**	0.06	19.52	0.76
EQSV3	0.78**	0.06	16.84	0.61
EQSV4	0.79**	0.06	17.17	0.62
CTEP				
CTEP1	0.78	-	-	0.60
CTEP2	0.78**	0.05	21.70	0.61
CTEP3	0.79**	0.07	15.84	0.62
CTEP4	0.75**	0.07	15.19	0.57
SVIT				
SVIT1	0.77	-	-	0.59
SVIT2	0.86**	0.06	18.01	0.75
SVIT3	0.84**	0.06	18.32	0.71
SVIT4	0.89**	0.06	18.71	0.79
Second-order factor analysis				
CTS				
EQSV	0.88**	0.03	15.84	0.77
CTEP	0.95**	0.04	16.22	0.91
SVIT	0.84**	0.03	14.61	0.71

Latent variable Observed variable	Factor Loading	Standard Error	t-value or C.R.	Reliability (R^2)
First-order factor analysis				
$\chi^2 = 51.187$, df $= 44$, P $= 0.212$, χ^2/df $=1.163$, RMSEA $= 0.020$, RMR $= 0.012$, GFI $= 0.980$, AGFI $= 0.964$, TLI $= 0.997$, CFI $= 0.998$				

Remark: * means a statistical significance level of 0.05 (1.96 < t-value ≤ 2.58), ** means a statistical significance level of 0.01 (t-value > 2.58)

The results of the second order confirmatory factor analysis of customer satisfaction model revealed that the measurement model of the second order confirmatory factor analysis of customer satisfaction model was consistent with the empirical data based on the following indices: chi-square value $(\chi 2) = 51.187$, degrees of freedom (df) $= 44$, P value $= 0.212$ with non-statistical significance level of 0.01, relative chi-square value $(\chi 2/df) = 1.163$ lower than the determined criteria which was expected to equal to 2, the root mean square error of approximation (RMSEA) $= 0.020$ and the root mean square residual (RMR) $= 0.012$ which lower than the determined criteria (≤ 0.05), the Goodness-of-fit index (GFI) $= 0.980$ and the adjusted goodness of fit index (AGFI) $= 0.964$ which higher than the determined criteria (≥ 0.90), Tucker-Lewis Index (TLI) $= 0.997$ and comparative fit index (CFI) $= 0.998$ which higher than the determined criteria (>0.90). The mentioned above statistics met the criteria; therefore, it could be concluded that the model was consistent with the empirical data.

Considered the factor loading standard values of all 12 observed variables, it was found that the factor loading standard value of each observed variable was positive ranging from 0.75-0.89 with a statistical significance level of 0.01 in every single variable. It indicated that all 12 observed variables were the essential indicators of customer satisfaction. Considered the factor loading standard values of the 3

subfactors, it was found that the factor loading standard value of each subfactor was positive ranging as high as from 0.84-0.95 with a statistical significance level of 0.01 in every single subfactor. It indicated that all 3 subfactors were the key elements of customer satisfaction as shown in Figure 4.3 and Table 4.13.

4.5 Construct validity analysis of measurement model

The analysis results of observed variation relationship

It is a study about the relationship of all observed variable whether they are so highly correlated to each other that bring about multicollinearity or not and a direction and size of the relationship by using Pearson correlation coefficient (Pearson's product moment correlation) and testing whether all of the observed variables were identity matrix or not. The details can be described as follow:

The analysis results of the 14 observed variables in Table 4.8 revealed that the relationship between a pair of variables, totally 91 pairs, differed from zero with a statistical significance level of 0.01 and the correlation coefficient between the observed variables were positive with the size of the relationship among variables ranging from 0.412 to 0.754. That meant a moderate to high relationship which reflected that the correlation value between a pair of variables were not highly correlated because no value was above 0.80 and the multicollinearity did not occur (Stevens, 1996).

Considered the correlation coefficient among the observed variables using the same latent variables, it was found that each pair of variables was correlated with a statistical significance level of 0.01,the size of relationship of 6 pairs variables was at a moderate level $(0.4 \leq r < 0.6)$, and that of 24 pairs was rather high $(0.6 \leq r < 0.8)$. The variables that were correlated at the highest were Economic Value (ECVL) and Quality Value (QUVL) $(r = 0.754)$ while Social Value (SOVL) and Economic Value

(ECVL) (r = 0.542) were correlated at the lowest. The relationship among all pairs of variables was positive.

Considered the correlation coefficient among the observed variables using different latent variables, it could be noticeable that the size of relationship of 35 pairs of variables was at a moderate level ($0.4 \leq r < 0.6$) and that of 26 pairs was rather high ($0.6 \leq r < 0.8$). The variables that were correlated at the highest were Process (PROC) and Economic Value (ECVL) (r = 0.686) while People (PEOP) and Social Value (SOVL) (r = 0.412) were correlated at the lowest.

Considered the statistics of Barlet's Test of Sphericity, it was found that the value was 4550.299, df = 91, P = 0.000. It revealed that the correlation matrix differed from the identity matrix with a statistical significance level of 0.01 which corresponded to the analysis result of Kaiser-Mayer-Olkin measure that was equal to 0.959. KMO close to 1 indicated that the observed variables were highly correlated and suitable for measuring a congruence between the research model and the empirical data in the future (Angsuchote, Wichitwanna and Pinyopanuwat, 2011: 97-98). The reason for testing the mentioned statistics was if the variables were identity matrix and not correlated, they were not suitably proposed for the factor analysis.

Table 4.14 the correlation coefficient, the mean and standard deviation of the observed variables

Variable	PROD	PRIC	PLAC	PROM	PEOP	PHYS	PROC	SOVL	EMVL	ECVL	QUVL	EQSV	CTEP	SVIT
PROD	1.000													
PRIC	0.696**	1.000												
PLAC	0.684**	0.670**	1.000											
PROM	0.656**	0.669**	0.742**	1.000										
PEOP	0.556**	0.639**	0.578**	0.687**	1.000									
PHYS	0.594**	0.588**	0.655**	0.679**	0.632**	1.000								
PROC	0.671**	0.699**	0.661**	0.728**	0.690**	0.675**	1.000							
SOVL	0.516**	0.482**	0.622**	0.626**	0.412**	0.557**	0.545**	1.000						
EMVL	0.510**	0.551**	0.587**	0.664**	0.537**	0.554**	0.618**	0.661**	1.000					
ECVL	0.569**	0.603**	0.576**	0.657**	0.624**	0.565**	0.686**	0.542**	0.707**	1.000				
QUVL	0.582**	0.598**	0.572**	0.640**	0.633**	0.568**	0.671**	0.557**	0.717**	0.754**	1.000			
EQSV	0.540**	0.556**	0.612**	0.618**	0.561**	0.542**	0.640**	0.610**	0.638**	0.613**	0.637**	1.000		
CTEP	0.591**	0.576**	0.577**	0.605**	0.540**	0.579**	0.624**	0.583**	0.632**	0.673**	0.633**	0.720**	1.000	
SVIT	0.573**	0.584**	0.587**	0.594**	0.589**	0.531**	0.633**	0.507**	0.590**	0.616**	0.651**	0.667**	0.722**	1.000
MEAN	4.050	4.258	4.074	4.122	4.397	4.156	4.248	3.904	4.176	4.308	4.248	4.184	4.177	4.213
S.D.	0.699	0.654	0.670	0.615	0.643	0.628	0.611	0.740	0.682	0.681	0.670	0.672	0.666	0.678
Bartlett's Test of Sphericity Chi Square = 4550.299, df = 91 P = 0.000, KMO = 0.959														

Note: *P < 0.05, **P < 0.01

Detecting multicollinearity

Multicollinearity is a situation in which two or more explanatory variables in a research are highly linearly related and affect regression analysis. Tolerance and VIF(Variance Inflation Factors) of each independent variables are two collinearity diagnostic factors that help identify multicollinearity. The variables will not highly linearly related or correlated to each other when the tolerance is greater than 0.1 (Foxall & Yani-de-Soriano, 2005, pp. 518-525) and the value of VIF is not greater than 10 (Belsley, 1991).

Table 4.15 the regression coefficient of explanatory variables for determining customer satisfaction in outbound tour operators in Thailand and multicollinearity results.

Variable	B	SEB	Beta	t-value	P	Tolerance	VIF
Constant	0.36	0.14	-	2.66*	0.01	-	-
PROD	0.08	0.04	0.09	1.93	0.05	0.39	2.57
PRIC	0.04	0.04	0.05	1.02	0.31	0.37	2.73
PLAC	0.09	0.04	0.10	2.00	0.05	0.33	3.02
PROM	-0.03	0.05	-0.04	-0.66*	0.51	0.28	3.62
PEOP	0.09	0.04	0.09	2.06*	0.04	0.38	2.62
PHYS	0.02	0.04	0.02	0.46	0.64	0.41	2.42
PROC	0.13	0.05	0.13	2.48*	0.01	0.30	3.31
SOVL	0.13	0.03	0.16	3.67**	0.00	0.45	2.25
EMVL	0.11	0.04	0.13	2.66*	0.01	0.34	2.96
ECVL	0.13	0.04	0.14	2.94**	0.00	0.33	3.03
QUVL	0.14	0.04	0.16	3.18**	0.00	0.32	3.09
R = 0.831 R² = 0.691 F = 78.875**							

Note: *P < 0.05, **P < 0.01

The information as shown in the Table 4.13 found that a relationship between independent variables and customer satisfaction in outbound tour operators in Thailand categorized in a high level (R=0.831) and all independent variables could jointly predict customer satisfaction in outbound tour operators in Thailand as high as 69.1 percent (R^2 = 0.691) which proposed great enough relative to a statistical significance level of 0.01 (F = 78.875). It meant that the studied factors can be used for estimation.

Moreover, the Table 4.13 indicated that the lowest tolerance value was 0.28 and the greatest value 0.45 whereas the lowest value was higher than the tolerance limit; Tolerance > 0.1. The value of VIF was 2.25 the minimum and 3.62 the largest whereas the largest value was lower than the VIF limit. It could be seen that each variable had variance that did not overlap with the other variables. Therefore, there were no problems with multicollinearity or high correlation and the variables can be used for analysis the structural equation model.

Analysis results of construct validity of the measurement model

The researcher conducted the confirmatory factor analysis aiming to 1) to examine whether the observed variables are good to represent the latent variables or not and 2) to find construct validity. To examine the construct validity of the latent variables occurred from a certain measurement, construct variables will be verified if they follow the theory of measurement that the researcher determined from related theories and researches to see if they are consistent with the empirical data or not. Construct validity analysis encourages confidence that the measured variables from the samples can represent all the values in the population (Hair, et al., 2006, p.776). Examining construct validity can be conducted by using confirmatory factor analysis to assess convergent and discriminant validity. AMOS22 is used for this analysis.

The researcher studied factor models relating to customer experience management, customer value and customer satisfaction in outbound tour operators in Thailand which having hypothetical variables that cannot be directly measured but are rather inferred from other variables that are observed. The observed variables include the factors concerning customer experience management (CEM), customer value (CTV) and customer satisfaction (CTS) and the researcher used confirmatory factor analysis to assess construct validity of the variables in the measurement model as follow:

Customer Experience Management (CEM) factor includes the observed variables: Product (PROD); Price (PRIC); Place (PLAC); Promotion (PROM); People (PEOP); Physical Evidence (PHYS) and Process (PROC).

Customer Value (CTV) factor includes the observed variables: Social Value (SOVL); Emotional Value (EMVL); Economic Value (ECVL) and Quality Value (QUVL)

Customer Satisfaction (CTS) factor includes the observed variables: Equality of Service (EQSV); Customer Expectation (CTEP) and Service in time (SVIT).

Based on the information obtained from questionnaires with 56 question items responded by the samples of 400 persons, the results of the confirmatory factor analysis in a form of a measurement model include the factors concerning customer experience management (CEM), customer value (CTV) and customer satisfaction (CTS) as shown in Figure 4.4 and Table 4.14 respectively. The results of examining the convergent validity that evaluates construct reliability (CR) and average variance extracted (AVE) are shown in Table 4.15. The results of examining the discriminant validity are shown in Table 4.16 and the reliability of the observed and latent variables shown in Table 4.17 – 4.18 respectively.

Results of congruence of the measurement model

Confirmatory factor analysis with AMOS allows the involved error to correlate which agree with the actual situation. The results of confirmatory factor analysis revealed that the chi-square value ($\chi 2$) = 74.676 , degrees of freedom (df) = 59 , P value= 0.082 which was non statistical significance level of 0.01. It implied that the measurement model was consistent with the empirical data. The ratio between the chi-square statistic and the number of degrees of freedom or the relative chi-square ($\chi 2$/df) = 1.266 which lower than the determined criteria which was expected to be 2. Therefore, the model was consistent with the empirical data. The root mean square error of approximation (RMSEA) = 0.026 and the root mean square residual (RMR) = 0.008 which met the determined criteria ($\leq$0.05), the Goodness-of-fit index (GFI) = 0.975 and the adjusted goodness of fit index (AGFI) = 0.956 which met the determined criteria ($\geq$0.90), Parsimony Goodness of Fit Index (PGFI) = 0.548 which met the determined criteriาไว่ ($\geq$0.50), NFI = 0.984,Tucker-Lewis Index (TLI) = 0.995 and comparative fit index (CFI) = 0.997 which met the determined criteria ($>$0.90). Hoelter value = 417 which met the determined criteria ($>$200) . Considered the factor loading value, it was found that the factor loading standard value of each observed variables was statistically significant with level of 0.01 in every single variable having the factor loading standard value ranging from 0.5 or above. It revealed that the measurement model contained validity(Diamantopoulos & Siguaw, 2000: 92) as shown in Figure 4.4 and Table 4.14
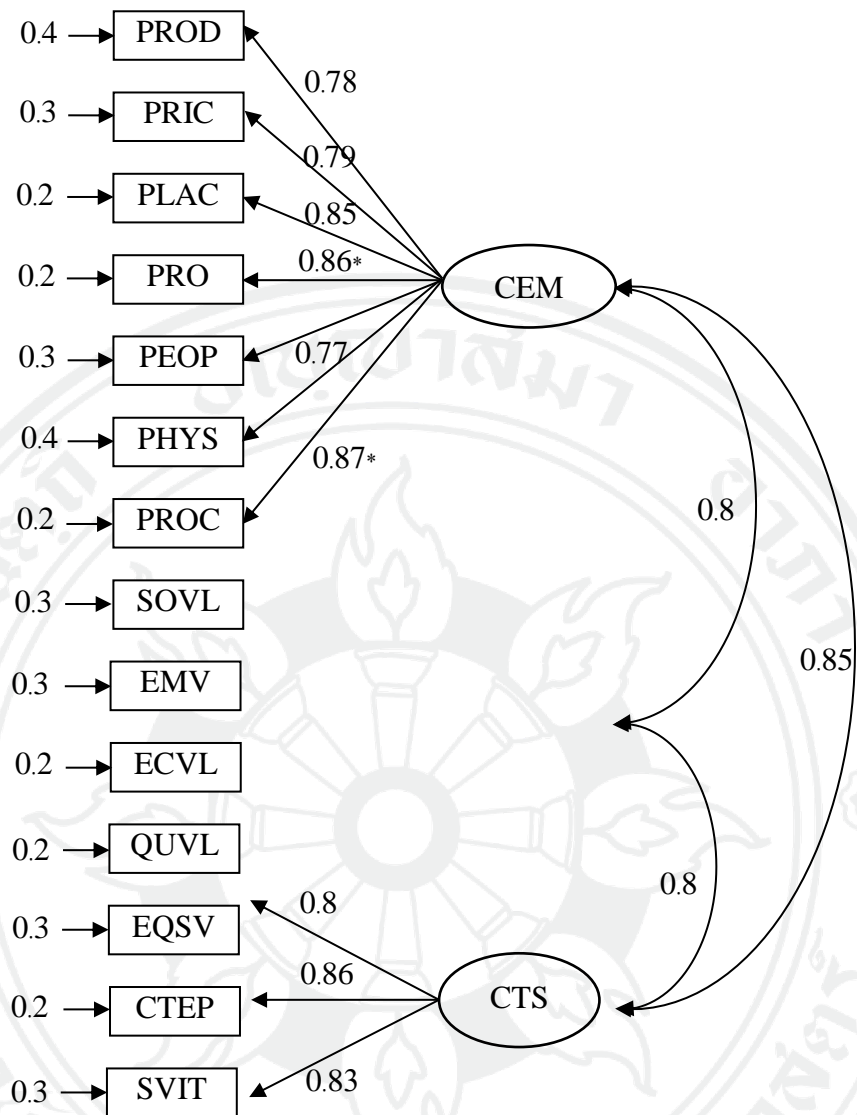
Chi-Square = 74.676, df = 59, P = 0.082, Chi-Square/df = 1.266,

RMSEA = 0.026, RMR = 0.008, GFI = 0.975, AGFI = 0.956, TLI = 0.995, CFI = 0.997,

∗∗P < 0.01

Figure 4.4 the results of confirmatory factor analysis of the studied variables

Table 4.16 the analysis results of the factor loading values of the observed variables in the study

Latent variable Observed variable	Factor Loading	Standard Error	t-value or C.R.	Reliability (R^2)
CEM				
PROD	0.78	-	-	0.60
PRIC	0.79**	0.05	19.53	0.63
PLAC	0.85**	0.06	18.78	0.73
PROM	0.86**	0.05	19.35	0.74
PEOP	0.81**	0.06	16.23	0.65
PHYS	0.77**	0.05	16.98	0.60
PROC	0.87**	0.05	19.34	0.75
CTV				
SOVL	0.81	-	-	0.66
EMVL	0.82**	0.05	17.89	0.67
ECVL	0.87**	0.06	16.57	0.75
QUVL	0.86**	0.06	16.92	0.75
CTS				
EQSV	0.83	-	-	0.69
CTEP	0.86**	0.05	20.71	0.74
SVIT	0.83**	0.05	19.53	0.68
$\chi^2 = 74.676$, df = 59, P = 0.082, χ^2/df = 1.266, RMSEA = 0.026, RMR = 0.008, GFI = 0.975, AGFI = 0.956, TLI = 0.995, CFI = 0.997				

Note: * means a statistical significance level of 0.05 (1.96 < t–value ≤2.58), ** means a statistical significance level of 0.01 (t–value > 2.58).

Based on the Figure 4.4 and Table 4.16, the customer experience management (CEM) factor indicated that all factor loading values met the determined criteria which was expected to be greater than 0.5. Process (PROC) was the variable with the greatest factor loading value = 0.87, followed by Promotion (PROM) whose factor loading value = 0.86. Physical evidence (PHYS) was the variable with the lowest factor loading value = 0.77. Considered the standard error and t-value, it was found that

the factor loading values differed from zero with a statistical significance level of 0.01. With regards to reliability (R2), the degree describing the variance between observed variables and communalities, indicated that Process (PROC) had the highest reliability (R2) = 0.75 , followed by that of Promotion (PROM) = 0.74 and Product (PROD) and Physical Evidence (PHYS) had the lowest reliability= 0.60.

Customer value (CTV) factor indicated that all factor loading values met the determined criteria which was higher than 0.5. Economic value (ECVL) was the variables with the greatest factor loading value = 0.87, followed by that of quality value = 0.86 and social value (SOVL) was the variables with the lowest factor loading value = 0.81. Considered the standard error and t-value, it was found that each factor loading value differed from zero with a statistical significance level of 0.01. The reliability (R2), the degree describing the variance between the observed variables and communalities, indicated that Economic Value (ECVL) and Quality Value (QUVL) had the greatest reliability (R2) = 0.75, followed by that of Emotional Value (EMVL) = 0.67 and Social Value (SOVL) had the lowest reliability = 0.66.

Customer satisfaction (CTS) factor revealed that all factor loading values met the determined criteria which was higher than 0.5. Customer expectation (CTEP) was the variables with the greatest factor loading value = 0.86, followed by Equality of service (EQSV) and Service in time (SVIT) = 0.83. Considered the standard error and t-value, it was found that each factor loading value differed from zero with a statistical significance level of 0.01. The reliability (R2), the degree describing the variance between the observed variables and communalities, indicated that Customer Expectation (CTEP) had the greatest reliability (R2) = 0.74, followed by that of Equality of Service (EQSV) = 0.69 and Service in time (SVIT) had the lowest reliability = 0.68.

From the result analysis on the relationships between the variables, it shows that; Customer experience management is related with customer's value, the

component weight is as 0.87. Therefore, relationship factor between both of them is very high. When compared between the relationship of customer experience management and customer satisfaction factor, the component weight is as 0.85. Therefore, relationship factor between both of them is relatively low when compared with that of customer experience management and customer value. However, in terms of customer value factor and customer's satisfaction factor, there is a relationship between them and the component weight is at 0.88. Therefore, relationship factor between both of them is very high, when compared with customer experience management and customer's satisfaction.

Examining convergent validity

Examining convergent validity is an indicator having covariance to verify that the explanation or indicator measures the same variables. There are 3 regulations to examine the convergent validity as follow (Hair, et al., 2006, pp. 776-778):

1. The standardized factor loading value should be greater than 0.5.

2. The average variance extracted: AVE is the average variance of latent variables described by observed variables . The acceptable values should be 0.5 or above.

3. Composite reliability: CR is the reliability of latent variables. The acceptable values should be 0.6 or above.

Therefore, examining convergent validity should meet the determined criteria regarding the standardized factor loading value.

The standardized factor loading value should be 0.5 or above. The average variance extracted: AVE should be 0.5 or above and the composite reliability: CR should be 0.6 or above (Hair, et al., 2006, pp. 777-779).

The analysis results indicated that all latent variables had the value of average variance extracted ranging from 0.5 onwards and the composite reliability value was 0.6 or above. All the observed variables had the standardized factor loading 0.5 or above. The details of the standardized factor loading value, average variance extracted (AVE) and composite reliability (CR) are shown in Table 4.15

Table 4.17 the analysis results of convergent validity.

Latent variable	Observed variable	Factor Loading	Error Variance	Average variance extracted (AVE)	Composite Reliability (CR)
CEM				0.67	0.93
	PROD	0.77	0.40		
	PRIC	0.79	0.37		
	PLAC	0.85	0.27		
	PROM	0.86	0.26		
	PEOP	0.81	0.35		
	PHYS	0.77	0.40		
	PROC	0.87	0.25		
CTV				0.71	0.91
	SOVL	0.81	0.34		
	EMVL	0.82	0.33		
	ECVL	0.87	0.25		
	QUVL	0.86	0.25		
CTS				0.70	0.88
	EQSV	0.83	0.31		

| Latent variable	Observed variable	Factor Loading	Error Variance	Average variance extracted (AVE)	Composite Reliability (CR)
	CTEP	0.86	0.26		
	SVIT	0.83	0.32		

Examining discriminant Validity

Discriminant Validity is used to verify that an indicator of each variable must not correlate with an indicator of other variables. The method of analysis the relationship of variables determines free covariance and fix covariance equal to 1 to compare the value of difference ,Chi-Square must be greater than 3.84 (M. G. Kim and J. Kim, 2010, pp. 389-398). The example showing the analysis between CEM and CTV are shown in figure 4.5 and 4.6.
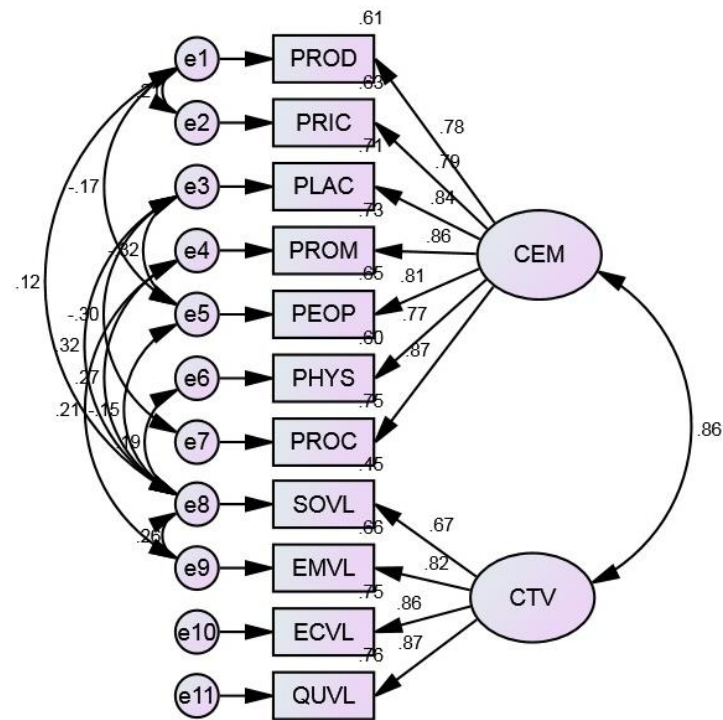
Chi-square = 45.850, df = 32, P = .054, Chi-square/df = 1.433
RMSEA = .033, RMR = .008, GFI = .981, AGFI = .961, TLI = .993,
CFI = .996

Figure 4.5 the example of Discriminant Validity analysis between CEM and CTV
determined to be Free Covariance
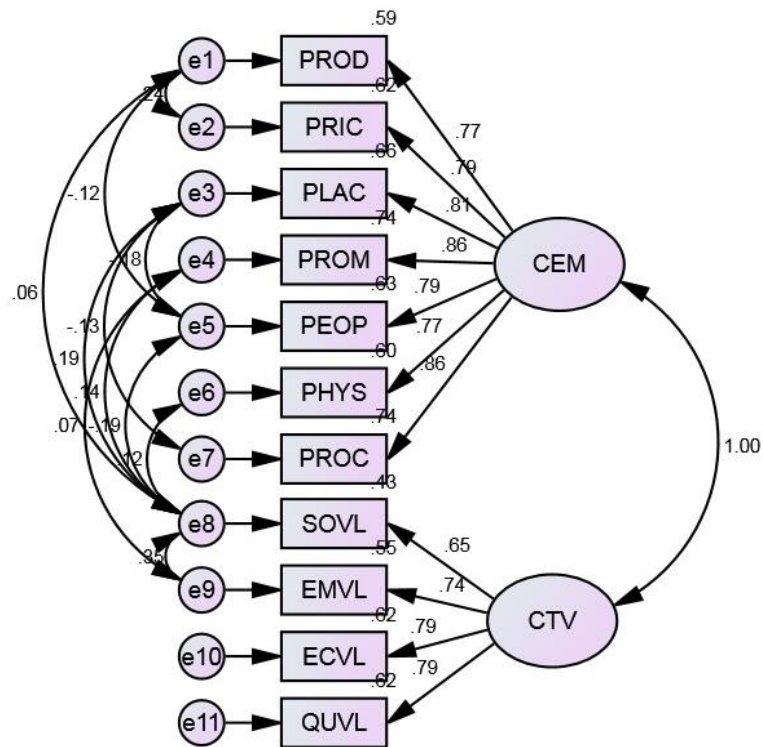
Chi-square = 203.177, df = 33, P = .000, Chi-square/df = 6.157
RMSEA = .114, RMR = .017, GFI = .903, AGFI = .806, TLI = .917,
CFI = .950

Figure 4.6 the example of Discriminant Validity analysis between CEM and CTV, Fix

Covariance determined to be equal to 1

From Figure 4.2 $\chi2 = 45.850$ df = 32 and Figure 4.3 $\chi2 = 203.177$ df = 33 , calculated the difference, Chi-square value = 157.327 which greater than 3.84 . It implied that CEM and CTV variables had discriminant validity. That meant indicators in CEM variables were not correlated with any indicators in CTV. Details of comparison in other pairs are shown in Table 4.17.

Table 4.18 the Discriminant Validity analysis results

Pair of comparison		Covariance = 1		Free Covariance		$\triangle\chi^2$	$\triangle$df	P
		χ^2	df	χ^2	df			
CEM	CTV	203.177	33	45.850	32	157.327	1	0.000
CEM	CTS	186.176	31	38.955	30	147.221	1	0.000
CTV	CTS	60.667	10	11.225	9	49.442	1	0.000

From Table 4.18, chi-square value of free covariance model that was compared with chi-square value of fix covariance model that equals to 1 between each pair of latent variables and verified the value of difference revealed that the chi-square value was greater than 3.84 in each pair. It implied that the measurement method had discriminant validity.

Analysis results of reliability value of the observed variables (Internal Consistency Reliability)

The reliability value of the quality of questionnaires from a sample of 400 persons is shown in Table 4.18. The quality of the tools is analyzed by Cronbach Coefficient Alpha Values that are used to measure internal consistency of the measurement tool response and occurred from the average of correlation coefficients of each question items. The approach used to assess reliability is not lower than 0.50 (Kanchanawasee, 2002:71).

Table 4.19 the reliability values of the observed variables

Factor	Symbol	Coefficient alpha
Customer Experience Management	**CEM**	**0.957**
Product	PROD	0.846
Price	PRIC	0.831
Place	PLAC	0.825
Promotion	PROM	0.772
People	PEOP	0.869
Physical Evidence	PHYS	0.768
Process	PROC	0.839
Customer Value	**CTV**	**0.942**
Social Value	SOVL	0.828
Emotional Value	EMVL	0.883
Economic Value	ECVL	0.908
Quality Value	QUVL	0.873
Customer Satisfaction	**CTS**	**0.940**
Equality of Service	EQSV	0.891
Customer Expectation	CTEP	0.872
Service in time	SVIT	0.901

From the Table 4.19 implied that the reliability analysis of the observed variables (Internal Consistency Reliability) of the research tools is suitable. Considered the Cronbach Alpha Coefficient Values of all observed variables, the values ranged from 0.768 to 0.908 and not lower than 0.50 in every single variable which is suitable for analysis to respond to the research questions accordingly.

Analysis results of reliability value of the latent variables (Composite Reliability: CR)

Prasitrattasin and others (2006: 220) stated that an analysis using a structural equation model is not only examining the reliability of each observed variable, but also the reliability of each latent variable (Composite Reliability) which can be assessed by using standardized factor loading values of all observed variables and error variance. The reliability of latent variables can be analyzed from all reliability values of latent variables (Composite Reliability: CR) which should be higher than 0.60 (Hair, et al., 2006, pp. 777-779). In addition, a measure used to support the reliability of latent variables is Average Variance Extracted: AVE which an average of latent variables that described by observed variables should be higher than 0.50 (Hair, et al., 2006, pp. 777-779). Then, it can be concluded that variation in indicators more likely occurs from created variables rather than measurement error models. The composite reliability (CR) and average variance extracted (AVE) of latent variables are shown in Table 4.18.

Table 4.20 the composite reliability (CR) and average variance extracted(AVE) of latent variables.

Latent variable	Reliability	
	CR	AVE
Customer Experience Management	0.93	0.67
Customer Value	0.91	0.71
Customer Satisfaction	0.88	0.70

Table 4.20 revealed that with regards to the composite reliability of latent variables (CR), customer experience management, customer value and customer satisfaction factors had the composite reliability (CR) ranging from 0.88 to 0.93 which considered quite high as it was greater than 0.60.

Customer experience management, customer value and customer satisfaction factors had the average variance extracted (AVE) of latent variables ranging from 0.67 to 0.71. It implied that all observed variables can describe quite significantly the variance of latent variables which is greater than 0.50 in each factor.

With reference to the mentioned statement, it can be summarized that the composite reliability (CR) is quite high meaning greater than 0.60 and the observed variables can describe quite significantly the variance of latent variables (AVE) in each factor which is greater than 0.50.Regarding analysis result of the reliability of observed variables (Internal consistency reliability), it can be seen that the observed variables had high level of reliability to measure each factor. It indicates that from the assessment of the measurement model, there is an outstanding evidence showing that defining all latent variables are all correct and reliable.

4.6   Validity analysis of structural equation model

The presentation of the research result in this part aims to respond to the hypothesis research on "customer experience management has a direct effect on customer value and customer satisfaction, customer value has a direct effect on customer satisfaction and customer experience management has an indirect effect on customer satisfaction through customer value". The congruence of the causal model justified by the empirical data is measured by structure equation modeling (SEM) with AMOS22. The customer experience management factor is an exogenous variable while customer value and customer satisfaction factors are endogenous variables as shown in Figure 4.7.
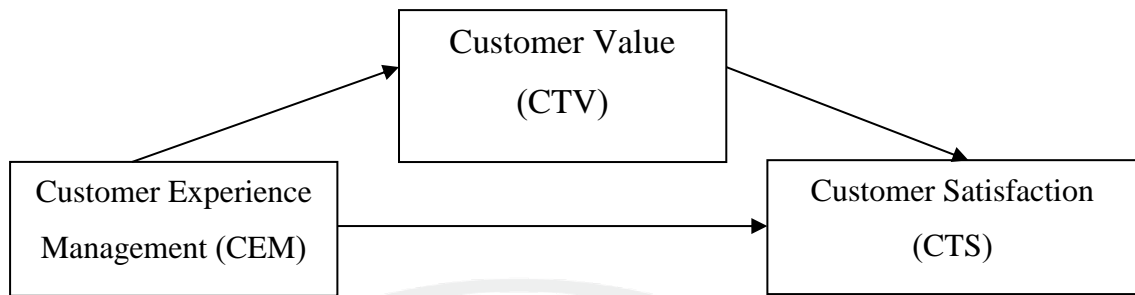
Figure 4.7 the structural equation model of research hypothesis

Examining the congruence of a causal relationship model based on research hypothesis with empirical data (before adjusting the model):

The results of the congruence of the causal relationship model based on the research hypothesis with the empirical data before adjusting the model is conducted to examine the validity of the model created from related framework, theories and researches as shown in Table 4.20 and Figure 4.8.

Table 4.21 Indices used to justify the congruence of the model and the empirical data (before adjusting the model)

Index of item objective congruence/Goodness of fit index	Criteria Index	Analysis results	Results
1. Absolute Fit Index			
1.1 Relative χ2 (χ2/df) or CMIN/DF	<2.00	252.744/74 =3.415	Fail
1.2 P value of χ2 or P of CMIN	P>0.05	0.000	Fail
1.3 GFI (Goodness of Fit Index)	≥0.90	0.909	Pass
1.4 AGFI (Adjusted Goodness of Fit Index)	≥0.90	0.872	Fail
1.5 PGFI (Parsimony Goodness of	≥0.50	0.641	Pass

Index of item objective congruence/Goodness of fit index	Criteria Index	Analysis results	Results
Fit Index)			
1.6 RMR (Root Mean Square Residual)	≤0.05	0.015	Pass
1.7 RMSEA (Root Mean Square Error of Approximation)	≤0.05	0.078	Fail
2. Relative Fit Index			
2.1 NFI (Normed Fit Index)	>0.90	0.945	Pass
2.2 RFI (Relative Fit Index)	>0.90	0.933	Pass
2.3 IFI (Incremental Fit Index)	>0.90	0.961	Pass
2.4 TLI (Tucker-Lewis Index)	>0.90	0.951	Pass
2.5 CFI (Comparative Fit Index)	>0.90	0.960	Pass
3. Parsimony Fit Index			
3.1 PRATIO (Parsimonious Ratio)	>0.50	0.813	Pass
3.2 PNFI (Parsimony Normed Fit Index)	>0.50	0.769	Pass
3.3 PCFI (Parsimony Comparative Fit Index)	>0.50	0.781	Pass
4. Sample size determination index			
Hoelter	>200	151	Fail

Table 4.21 revealed that Chi-square statistic (χ^2) of the relationship structural equation model before adjusting the model = 252.744, degrees of freedom (df) = 74 with a statistical significance level of 0.000. It indicated that the causal relationship model was not congruent with the empirical data. However, since the chi-square value was sensitive to the sample size, the bigger the sample size was, the more the chi-square

value became statistically significant. Consequently, the ratio between the chi-square value and number of degrees of freedom (χ^2/df) should be altogether considered. Based on the analysis, it was found that the ratio between the chi-square value and number of degrees of freedom = 3.415 which was higher than the determined criteria that was equal to 2. Furthermore, considered the goodness of fit index of other aspects, it could be noticed that those indices did not meet the determined criteria according to the following details: GFI = 0.909 could meet the determined criteria ($\geq$0.90) and AGFI = 0.872 which could not meet the determined critieria ($\square$0.90). RMSEA = 0.078 could not meet the determined criteria (<0.05) and RMR = 0.015 could not meet the determined criteria (<0.05). Considered a comparison of goodness of fit test, it was found that NFI = 0.945,Tucker-Lewis Index (TLI) = 0.951, CFI = 0.960 which could meet the determined criteria (>0.90).PGFI = 0.641 which could meet the determined criteria ($\square$0.50), PNFI = 0.769 which could meet the determined criteria (>0.50) and Hoelter value = 151 which could not meet the determined criterial (>200). Regarding the statistics and all indicators, the researcher was not sure whether the model based on the hypothesis is congruent with the empirical data or not. Then, it was necessary to adjust the relationship model to be more congruent and better fit. The researcher adjusted the error variance of the observed variables to be correlated so as to obtain the data that are consistent with the actual situation that variables are related to each other. The adjustment of the relationship model was considered from suggested values from model modification indices (MI) and standardized expected parameter change (SEPC) to obtain the causal relationship model that was congruent and good fit with the empirical data accordingly.
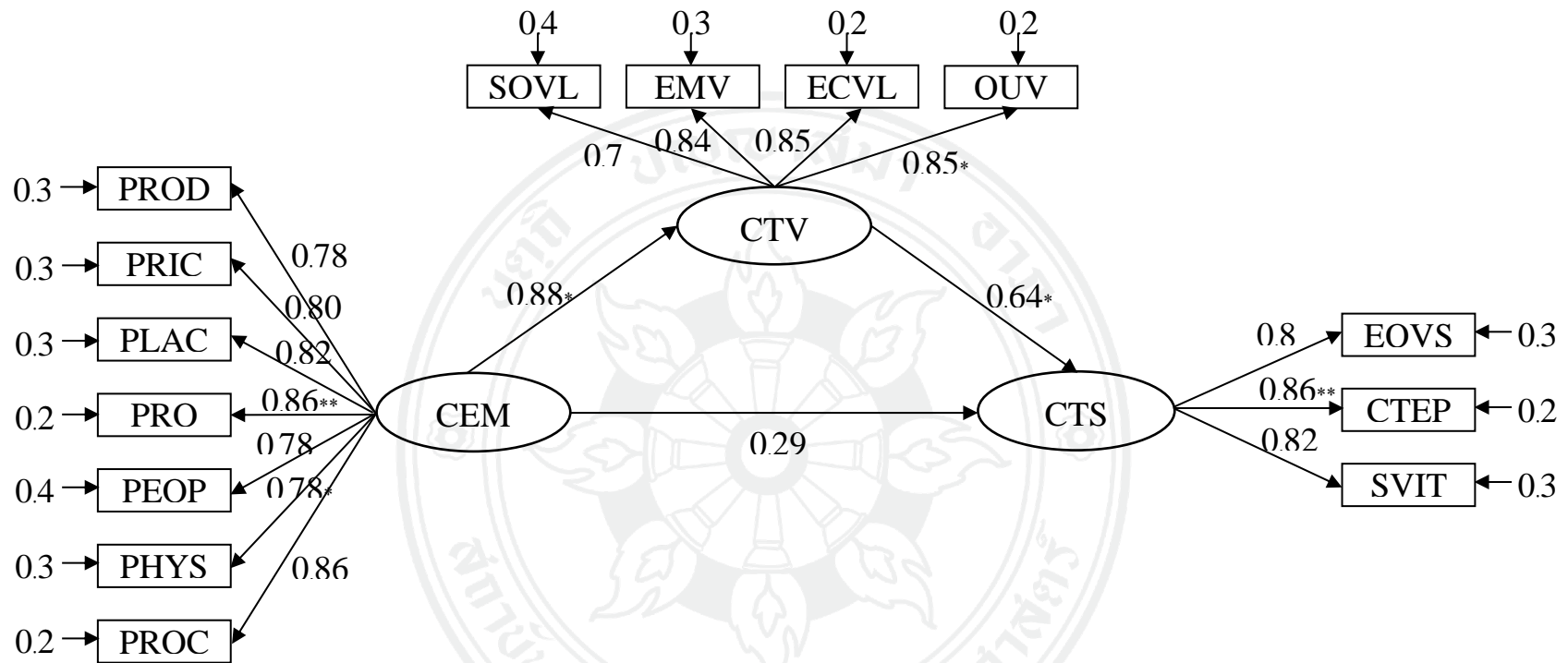
Chi-Square = 252.744, df = 74, P = 0.000, Chi-Square/df = 3.415, RMSEA = 0.078, RMR = 0.015,

GFI = 0.909, AGFI = 0.872, TLI = 0.951, CFI = 0.960, **P < 0.01

Figure 4.8 the analysis results of the structural equation model of customer satisfaction in outbound tour operators in Thailand (before adjusting the model).

Examining the congruence of a causal relationship model based on research hypothesis with empirical data (after adjusting model)

After adjusting the model by redrawing the relationship lines of the model after the final adjustment according to a suggestion, the model was more congruent with the empirical data and the statistics followed the determined criteria. The analysis results are shown in Table 4.21 and Figure 4.9.

Table 4.22 Indices used to consider the congruence and goodness of fit of the model and empirical data (after adjusting the model).

Index of item objective congruence/Goodness of fit index	Criteria Index	Analysis results	Results
1. Absolute Fit Index			
1.1 Relative χ^2 (χ^2 / df) or CMIN/DF	<2.00	71.922/59=1.219	Pass
1.2 P value of χ^2 or P of CMIN	P>0.05	0.120	Pass
1.3 GFI (Goodness of Fit Index)	≥0.90	0.976	Pass
1.4 AGFI (Adjusted Goodness of Fit Index)	≥0.90	0.957	Pass
1.5 PGFI (Parsimony Goodness of Fit Index)	≥0.50	0.548	Pass
1.6 RMR (Root Mean Square Residual)	≤0.05	0.007	Pass
1.7 RMSEA (Root Mean Square Error of Approximation)	≤0.05	0.023	Pass
2. Relative Fit Index			Pass
2.1 NFI (Normed Fit Index)	>0.90	0.984	Pass
2.2 RFI (Relative Fit Index)	>0.90	0.976	Pass

Index of item objective congruence/Goodness of fit index	Criteria Index	Analysis results	Results
2.3 IFI (Incremental Fit Index)	>0.90	0.997	Pass
2.4 TLI (Tucker-Lewis Index)	>0.90	0.996	Pass
2.5 CFI (Comparative Fit Index)	>0.90	0.997	Pass
3. Parsimony Fit Index			
3.1 PRATIO (Parsimonious Ratio)	>0.50	0.648	Pass
3.2 PNFI (Parsimony Normed Fit Index)	>0.50	0.638	Pass
3.3 PCFI (Parsimony Comparative Fit Index)	>0.50	0.646	Pass
4. Sample size determination index			Pass
Hoelter	>200	433	Pass

Based on Table 4.22, the analysis results found that the structural equation model (Modified Model) was congruent with the empirical data after the adjustment. It implied that it could accept the main hypothesis that the theoretical model was congruent with the empirical data. Considered the chi-square statistic $(\chi2)$ = 71.922, degrees of freedom (df) = 59, P value = 0.120 which could meet the criteria as it was greater than 0.05. The ratio between the chi-square statistic and number of degrees of freedom or the relative chi-square $(\chi2/df)$ = 1.219 which could meet the criteria as it was less than 2 and lower than the determined criteria that was equal to 2 . Therefore, the model was congruent with the empirical data. The congruence from the goodness of fit index (GFI) = 0.976 , AGFI = 0.957 which could meet the criteria as it was higher or equal to 0.90, PGFI = 0.548 which could meet the criteria as it was 0.50 or more, NFI = 0.984, RFI = 0.976, TLI = 0.996 and CFI = 0.997 which could meet the criteria as they

were greater than 0.90 , PNFI = 0.638 which could meet the criteria as it was greater

than 0.50 and RMSEA = 0.023 and RMR = 0.007 which could meet the criteria as they

were lower than 0.05 and Hoelter value = 433 which could meet the criteria as it was

higher than 200. Overall, all indices were in the determined criteria, then the model

was considered congruent with the empirical data as shown in Figure 4.9.
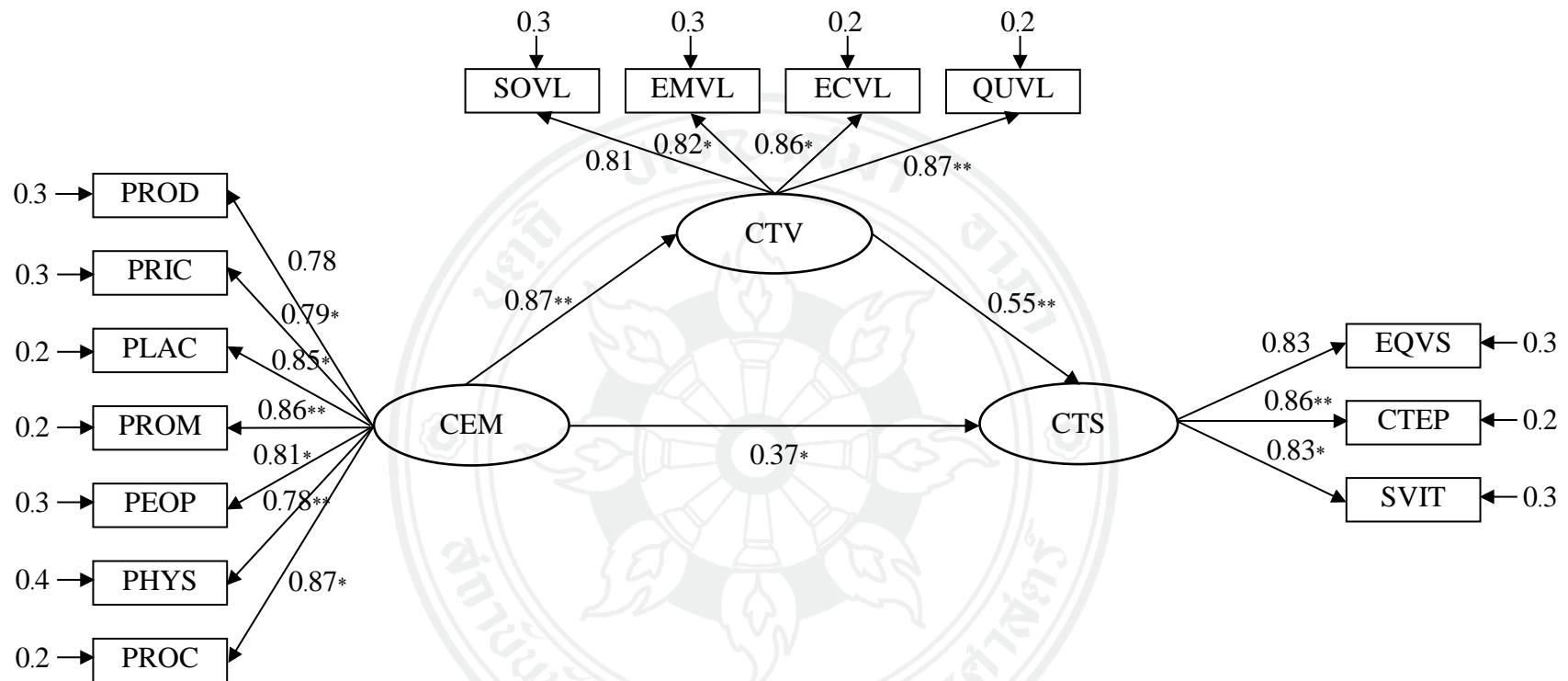
Chi-Square = 71.922, df = 59, P = 0.120, Chi-Square/df = 1.219, RMSEA = 0.023, RMR = 0.007,

GFI = 0.976, AGFI = 0.957, TLI = 0.996, CFI = 0.997, **P < 0.01

Figure 4.9 the analysis results of the structural equation model of customer satisfaction in outbound tour operators in Thailand (after adjusting the model).

Direct effect, indirect effect and total effect of the structural equation model of customer satisfaction in outbound tour operators in Thailand

The analysis results of the total effect, direct and indirect effect of customer experience management (CEM), customer value (CTV) and customer satisfaction (CTS) are shown in Figure 4.9 and Table 4.23.

Table 4.23 Analysis result statistics of effect of variables in the structural equation model of customer satisfaction in outbound tour operators in Thailand

Effect variable / Casual variable	CTV			CTS		
	DE	IE	TE	DE	IE	TE
CEM	0.87**	-	0.87**	0.37**	0.48**	0.85**
CTV	-	-	-	0.55**	-	0.55**
Structural equation R^2	0.758			0.806		

Note: *$P < 0.05$ **$P < 0.01$, DE = Direct Effect, IE = Indirect Effect, TE = Total Effect

Table 4.23 revealed that customer experience management factor (CEM) has positive direct effect on customer value factor (CTV) with a statistical significance level of .01 and the effect size is equal to 0.87. It means that if tour operators lead tourists to international tourist attractions with more availability of products and services for customers through marketing mix management such as services, prices, channel of service distribution, sales promotion, staff, process and physical characteristics, they can deliver good experience and value to customers towards products and services more and more. Therefore, the researcher accepts the hypothesis that customer experience management has positive effect on customer value.

Customer experience management factor (CEM) has positive direct effect on customer satisfaction factor (CTS) with a statistical significance level of 0.01 and the effect size is 0.37. It means that if tour operators lead tourists to international tourist attractions with higher availability of products and services for customers through

marketing mix management such as services, prices, channel of service distribution, sales promotion, staff, process and physical characteristics, they can deliver good experience and satisfaction to customers towards products and services more and more. Therefore, the researcher accepts the hypothesis that customer experience management has positive effect on customer satisfaction.

Customer value factor (CTV) has positive direct effect on customer satisfaction factor (CTS) with a a statistical significance level of 0.01 and the effect size is 0.55. It can be concluded that if customers gain more value from products and services, they can receive satisfaction through those products and services more and more. Therefore, the researcher accepts the hypothesis that customer value has positive effect on satisfaction of customers using outbound tour operators.

Moreover, the analysis revealed that customer value (CTV) was a mediator variable of the relationship between customer experience management (CEM) and customer satisfaction (CTS). It was found that customer experience management (CEM) had positive indirect effect on customer satisfaction (CTS) through customer value (CTV) with a statistical significance level of .01 and the effect size was 0.48. It can be said that customer experience management (CEM) not only affect directly customer satisfaction (CTS), but also affect indirectly customer value (CTV). It means that more customer experience management can result in good customer experience and create more customer value to products and services that lead to customer satisfaction. Therefore, the researcher accepts the hypothesis that customer value is a mediator variable of the relationship between customer experience management and customer satisfaction in outbound tour operators in Thailand.

The researcher used Bootsrapping in AMOS method to estimate the effect of customer experience management (CEM) on customer satisfaction (CTS) with customer value (CTV) as a mediator. The 1,000 sample sizes were determined for random sampling and confidence intervals (CL) at 95% was expected (Cheung & Lau,

2008). The bootstrapping technique revealed that customer experience management (CEM) had indirect effect on customer satisfaction (CTS) with customer value (CTV) as a mediator with a statistical significance level of 0.01(P=0.002). Therefore, the researcher accepts the hypothesis that customer value (CTV) is the mediator in the relationship between customer experience management (CEM) and customer satisfaction (CTS).

Based on the results of the causal model development of factors resulting in customer satisfaction (CTS), it is found that customer experience management (CEM) is the factor that affects customer satisfaction (CTS) more likely than customer value (CTV) and variables in the model can describe the variance of customer satisfaction (CTS) at 80.60 percent.

Considered the coefficient on prediction from structural equation model (R^2), it is found that customer experience management (CEM) can describe the variance of customer value (CTV) at 75.80 percent. Likewise, the variance of customer satisfaction (CTS) is described by the effect of covariables between customer experience management (CEM) and customer value (CTV) factors which describes the variance of customer satisfaction factor (CTS) at 80.60 percent.

Results of the research hypothesis testing

Figure 4.9 and Table 4.24 revealed the direct effect, indirect effect and total effect of the relationship route between customer experience management (CEM), customer value (CTV) and customer satisfaction (CTS). The researcher presents values in relationship among causal variables in each route and summarizes to be the following hypotheses.

Table 4.24 summary of results of the research hypothesis testing.

Hypothesis	Description	Result
H1	customer experience management factor has positive direct effect on customer value	Accept
H2	customer experience management factor has positive direct effect on customer satisfaction	Accept
H3	customer value has positive direct effect on customer satisfaction	Accept
H4	customer value is the mediator of the relationship between customer experience management and customer satisfaction.	Accept

Analysis results of factor loading values of each latent variable in the causal model of customer satisfaction

Table 4.25 Analysis results of factor loading values of the observed variables in the causal model of customer satisfaction.

Latent variable Observed variable	Factor Loading	Standard Error	t-value or C.R.	Reliability (R^2)
CEM				
PROD	0.78	-	-	0.61
PRIC	0.79∗∗	0.05	19.54	0.63
PLAC	0.85∗∗	0.06	18.88	0.73
PROM	0.86∗∗	0.05	19.38	0.73
PEOP	0.81∗∗	0.06	16.32	0.65

Latent variable Observed variable	Factor Loading	Standard Error	t-value or C.R.	Reliability (R^2)
PHYS	0.78**	0.05	17.07	0.60
PROC	0.87**	0.05	19.40	0.75
CTV				
SOVL	0.81	-	-	0.65
EMVL	0.82**	0.05	17.88	0.68
ECVL	0.86**	0.06	16.44	0.74
QUVL	0.87**	0.06	16.99	0.76
CTS				
EQSV	0.83	-	-	0.69
CTEP	0.86**	0.05	20.75	0.74
SVIT	0.83**	0.05	19.61	0.68

Remark: * means a statistical significance leve of 0.05 (1.96 < t–value ≤2.58), ** means a statistical significance level of 0.01 (t–value > 2.58).

The factor loading values of the observed variables of all latent variables are positive and the factor loading values of all variables differ from zero with a statistical significance level of 0.01. The observed variable of customer experience management (CEM) having the highest factor loading value that equals to 0.87 is Process (PROC), followed by that of Promotion (PROM) which equals to 0.86. The observed variables having the lowest factor loading values that equal to 0.78 are Product (PROD) and Physical Evidence (PHYS).

The observed variable of customer value (CTV) having the highest factor loading value is Quality Value (QUVL) which its factor loading standard value is 0.87, followed by Economic Value (ECVL) which its factor loading standard value is 0.86. The observed variables having the lowest factor loading value that equals to 0.81 is Social Value (SOVL).

In addition, the observed variables of customer satisfaction (CTS) having the highest factor loading value that equals to 0.86 is Customer Expectation (CTEP)

followed by Equality of Service (EQSV) and Service in time (SVIT) that their factor loading values equal to 0.83.

Considered the reliability of observed variables or coefficient of prediction which is the value describing proportion of variance between observed variables and cofactors, it can be noticed that the reliability of observed variables ranges from 0.60 to 0.76. The variable having the highest reliability,0.76, is Quality Value (QUVL). The variable shares covariance with the Customer Value (CTV) factor at 76 percent. The variable having the lowest reliability,0.60, is Physical Evidence (PHYS). The variable shares covariance with the Customer Experience Management factor (CEM) at 60 percent.

The analysis results of factor loading values of customer experience management and customer value factors resulting in customer satisfaction indicated that the factor loading of all factors have positive values in the same direction. When the customer experience management factor increases, there will be an increase of process, promotion, place, people, price, product and physical evidence respectively. When the customer value factor increases, there will be an increase of quality value, economic value, emotional value and social value respectively. With regards to customer satisfaction which is an output variable, if causal variables affect the customer satisfaction factor increasingly, there will be an increase of customer expectation, equality of service and service in time increase respectively.

Therefore, it is evident from the result analysis of customer experience factor, customer value and customer's satisfaction factor shows a higher level of relationship between them than the specified value standard. Therefore, the model is really in accordance with the empirical data.

The result analysis of component weight value of customer experience management and customer value, which are factors that influence customer's satisfaction shows that; the component weight of value every f actor are positively high in same direction. Moreover, if there is increase in terms of customer experience, it will result in an increment in process, promotion, place, people, price, product and

physical evidence. If there is an increase in terms of customer value, it will result in an increment in quality value, economic value, emotional value and social value. However, in terms of customer's satisfaction, which is the variable result, if the cause variable increase it influence customer's satisfaction, it will result in an increment in customer expectation, equality of service and service in time.

Conclusion

The congruence analysis of the hypothesis model and the empirical data of the structural equation model of customer satisfaction in outbound tour operators in Thailand indicated that statistics obtained from the analysis meet the standardized measurement model with congruence and goodness of fit. The results of the structural equation model development of customer satisfaction in outbound tour operators in Thailand can be concluded that customer experience management and customer value factors have positive direct effect on customer satisfaction factors. Moreover, customer experience management factors have positive indirect effect on customer satisfaction through customer value with the statistical significance level of 0.01. Variables in the model can describe the variance of customer satisfaction at 80.60 percent. The factors concerning customer experience management, customer value and customer satisfaction in outbound tour operators in Thailand revealed that the most important variable of customer experience management factors that is the causal variable is Process, followed by Promotion, Place, People, Price, Product and Physical Evidence respectively. The most important variable of customer value factors that is the mediator variable is Quality Value, followed by Economic Value, Emotional Value and Social Value respectively. The variable gaining the highest effect or being the most important of customer satisfaction factor is Expectation, followed by Equality of Service and Service in time respectively.

CHAPTER 5

CONCLUSION, DISCUSSION AND SUGGESTIONS

The research on the structural equation model development of customer satisfaction in outbound tour operators in Thailand is a study aiming to focus on 2 points: 1) to study related factors concerning customer experience management, customer value and customer satisfaction in outbound tour operators in Thailand and 2) to develop a structural equation model of customer satisfaction in outbound tour operators for Thailand.

The study is conducted with qualitative and quantitative research (Mixed method) which customers using outbound tour operators and standardized tour operators registering with Department of Tourism are considered to be analysis units to measure for developing the structural equation model of customer value in outbound tour operators for Thailand.

The research results can be presented in 5 parts as follow:

5.1 The summary of analysis results of the basic statistics from the sample groups responding to questionnaires

5.2 Summary of construct validity analysis of the measurement model

5.3 Summary of construct validity of the overall measurement model

5.4 Summary of analysis results of validity of the structural equation model

5.5 Suggestions from the research results

5.1 The summary of analysis results of the basic statistics from the sample groups responding to questionnairesGeneral information of respondents

The general information of the tourist sample groups using outbound tour operators in Thailand, 400 persons are more female than male estimated to 63.25 and 36.75 percent respectively. Most of them are 31-40 years old estimated to 36.00 percent, followed by those who are between 21-30 years old estimated to 25.25 percent and those who are 41-50 years old estimated to 24.50 percent as the third rank. The marital status of respondents is most likely single estimated to 54.00 percent, followed by those who are married estimated to 44.25 percent. Those who are widowed/divorced/
separated are estimated to 1.75 percent. The educational level of the respondents is most likely a bachelor degree estimated to 63.75 percent, followed by 29.00 percent of a higher level of a bachelor degree, and below a bachelor degree is estimated to 7.25 percent. Most of them have a monthly income ranging from 15,001-25,000 Baht estimated to 43.75 percent, followed by 25,001-35,000 Baht estimated to 20.50 percent and higher than 45,000 Baht estimated to 14.25 percent as the third rank.

Level of opinion towards customer experience management, customer value and customer satisfaction factors

Under this part, the presentation is about the level of opinion of the sample groups towards the customer experience management, customer value and customer satisfaction factors. The primary data are examined whether they are normally distributed or not which considered from skewness and kurtosis values. Kline (2005) mentioned that if a skewness value was greater than 3 or a kurtosis was greater than 10, the data were not normally distributed and not suitable to analyze a structural equation model. The results can be concluded that tourists using outbound tour operators in Thailand have a high level of opinion towards customer experience management factor (the mean = 4.19). In terms of each aspect, it is found that the

level of opinion towards customer experience management factors with regards to people, price and process is at the highest level with the mean 4.40, 4.26 and 4.25 respectively. In relation to physical evidence, promotion, place and product fall in a high level with the mean 4.16, 4.12, 4.07 and 4.05 respectively. The first three ranks fall in the highest level of opinion are detailed as follow:

In terms of People, it is found that tourists using outbound tour operators in Thailand have the highest level of opinion towards all question items. The items they agree the most is the way that staff are friendly and gentle can help increase customer value and customer satisfaction whereas the mean is 4.43.

In terms of Price, it is found that tourists using outbound tour operators in Thailand have the highest level of opinion towards a significant clarification of outbound tour program prices and services can help increase customer vale and customer satisfaction. The mean is 4.33.

The third rank is about Process. It is found that tourists using outbound tour operators in Thailand had the highest leve of opinion towards the availability of speedy, accurate and quality tour services can help increase customer value and customer satisfaction. The mean is 4.32.

Based on the standard deviation of variables of customer experience management factors, the value ranges between 0.61 to 0.89 which considered suitable as it is lower than 1. It indicates that the data is properly distributed or shows no significant difference of data giving. With regards to the distribution of variables of customer experience management factors, it is found that most variables have skewness and kurtosis values near to 0. The skewness values between -1.26 to -0.30 and kurtosis values range between -0.99 to 1.98. The skewness lower than 3.00 and kurtosis lower than 10.00 indicate that the data of variables have a normal distribution curve and can be used to analyze the structural equation model.

Tourist using outbound tour operators in Thailand have a high level of opinion towards the customer value with the mean is equal to 4.16. Considered each aspect, it is found that the level of opinion towards the customer value factors in terms of

economic value and quality value is at the highest with the mean are 4.31 and 4.25 respectively. Regarding emotional value and social value, it is at a high level with the mean 4.18 and 3.90 respectively. The first two ranks with the highest level of opinion are detailed as follow:

Regarding emotional value, tourists using outbound tour operators in Thailand have the highest level of opinion towards having fun and enjoyment from outbound tour operator services can help increase satisfaction with the mean 4.24.

In terms of quality value, tourists using outbound tour operators in Thailand have the highest level of opinion towards response and attention to outbound tour operator services can help increase customer satisfaction with the mean 4.31 being the first rank of this aspect.

The standard deviation of variables of customer value factors ranges between 0.67 to 1.02 which considered suitable as it is lower than 1. It indicates that the distribution of data is suitable or shows no significant difference of data giving. In relation to the distribution of variables of customer value factors, it is found that most variables have skewness and kurtosis values near to 0. The skewness ranges between 1.15 to 0.31 and kurtosis ranges between -0.73 to 1.56. The skewness lower than 3.00 and kurtosis lower than 10.00 indicate that the data of variables have the normal distribution curve and can be used to analyze the structural equation model.

Finally, tourists using outbound tour operators in Thailand have overall a high level of opinion towards customer satisfaction factors with the mean 4.19.

In terms of each aspect, it is found that the level of opinion towards customer satisfaction factors regarding service in time is at the highest level with the mean 4.21. Equality of service and customer expectation are at a high level of opinion with the mean 4.18. The service in time aspect with the highest level of opinion is detailed as follow:

In terms of service in time (SVIT), tourists using outbound tour operators in Thailand have the highest level of opinion towards the way that a company realizes having good experience and value can help increase customer satisfaction in

punctuality in appointment on travel date and the way that a company realizes having good experience and value can help increase customer satisfaction in punctuality in arranging tour programs with the same mean 4.24.

The standard deviation of variables of customer satisfaction factors range from 0.67 to 0.82 which considered suitable as it is lower than 1. It indicates that the distribution of data is suitable or shows no significant difference of data giving. The distribution of variables of customer satisfaction factors reveals that most variables have skewness and kurtosis values near 0. The skewness ranges between -0.76 to -0.49 and kurtosis ranges between -0.56 to 0.27.The skewness lower than 3.00 and kurtosis lower than 10.00 indicate that the data of variables have a normal distribution curve and can be used to analyze the structural equation model.

Examining the congruence of the model

The examining a model congruence to analyze a structural equation model is to measure whether the model created by the researcher is congruent with the gathered empirical data or not. If it is congruent it is called a Model Fit. Criteria used to consider if the model is congruent with the empirical data are chi-square values (or CMIN in AMOS) by considering a probability value (P) with no statistical significance and must be greater than 0.05, relative chi-square which calculated from the ratio between chi-square statistics and numbers of degrees of freedom (χ^2/df or CMIN/DF in AMOS) which the determined criterion is lower than 2.00 (Bollen, 1989: 278). Indices of error for parameter estimation are RMSEA and RMR that must be lower or equal to 0.05 (Schumaker & Lomax, 2004). Indices used to measure a goodness of fit are GFI and AGFI values must be 0.90 or above (Schumaker & Lomax, 2004). Parsimony Goodness of Fit Index (PGFI) value should range from 0.05 onwards (Diamantopoulos & Siguaw, 2000: 87). Indices used to measure comparative fit are CFI, NFI , IFI , RFI and TLI values must be 0.90 or above to conclude that the model has an acceptable fit (Lattin et al, 2003). The parsimony Fit Indices such as PRATIO , PNFI and PCFI values must be 0.50 or above (Kanlaya Wanichbancha, 2012: 92) and if Hoelter value is greater than 200 (Kanlaya

Wanichbancha, 2013: 117), a sample size is considered to be adequate to accept a good fit of the model to the empirical data.

Table 5.1 summary of indices used to measure a goodness of fit of the model to the empirical data

Index of item objective congruence/Goodness of fit index	Index standard
1. Absolute Fit Index	
1.1 Relative $\chi 2$ ($\chi 2$/df) or CMIN/DF	<2.00
1.2 P value of $\chi 2$ or P of CMIN	P>0.05
1.3 GFI (Goodness of Fit Index)	≥0.90
1.4 AGFI (Adjusted Goodness of Fit Index)	≥0.90
1.5 PGFI (Parsimony Goodness of Fit Index)	≥0.50
1.6 RMR (Root Mean Square Residual)	≤0.05
1.7 RMSEA (Root Mean Square Error of Approximation)	≤0.05
2. Relative Fit Index	
2.1 NFI (Normed Fit Index)	>0.90
2.2 RFI (Relative Fit Index)	>0.90
2.3 IFI (Incremental Fit Index)	>0.90
2.4 TLI (Tucker-Lewis Index)	>0.90
2.5 CFI (Comparative Fit Index)	>0.90
3. Parsimony Fit Index	
3.1 PRATIO (Parsimonious Ratio)	>0.50
3.2 PNFI (Parsimony Normed Fit Index)	>0.50
3.3 PCFI (Parsimony Comparative Fit Index)	>0.50
4. Sample size determination index	
Hoelter	>200

5.2   Summary of construct validity analysis of the measurement model

The structural equation model of customer satisfaction in outbound tour operators in Thailand according to the research framework includes 3 measurement models: the measurement model of customer experience management, the measurement model of customer value and the measurement model of customer satisfaction. Before analyzing the structural equation model according to the research objectives and framework, the measurement models are examined to assess whether a

set of the observed variables can measure the objects or latent variables or not by using confirmatory factor analysis. The analysis results can be summarized as follow:

Summary of confirmatory factor analysis results of the customer experience management model

Based on the considering of the relationship of customer experience management factors (CEM), it is found that all observed variables are correlated with a statistical significance level of 0.01, the correlation coefficient value ranges from 0.242-0.694. The Bartlett's testof spericity statistic = 6525.313, df = 378, P = 0.000 . It indicates that the correlation matrix differs from the identity matrix with a statistical significance level of 0.01 which consistent with the Kaiser-Mayer-Olkin analysis that equals to 0.962. The KMO value that greater than 0.80 indicates that the observed variables are highly correlated and suitable for factor analysis.

The analysis results of the second order confirmatory factor analysis of the customer experience management model revealed that the chi-square value (χ^2) = 416.396, degrees of freedom (df) = 307, P value = 0.000 with a statistical significance level of 0.01. It indicates that the model is not congruent with the empirical data but since the chi-square value is sensitive to the size of sample, the bigger the sample size is, the chi-square value become more statistically significant. Therefore, the ratio between chi-square statistics and numbers of degrees of freedom or relative chi-square (χ^2/df) should be considered. The relative chi-square (χ^2/df) is found equal to 1.356 lower than the determined criteria which expected to be 2. As a result the measurement model of the second order confirmatory factor of customer experience management model is congruent with the empirical data. In addition, the RMSEA = 0.030 and the RMR = 0.021 which lower than the determined criteria (≤ 0.05),the GFI = 0.933 and AGFI = 0.911 which higher than the determined criteria (≥ 0.90), theTucker-Lewis Index (TLI) = 0.979 and the CFI = 0.983 which higher than the determined criteria (> 0.90). All statistics meet the determined criteria and it can be concluded that the model is congruent with the empirical data.

From the standard component test of the observed variables of customer experience management is related. It is evident that, the aforementioned factor is very important. However, this factor is also statistically significant to customer's satisfaction and the data from the standard weight values of 28 observable variables. All values meets the requirement of the specified criteria, the data is consistent with empirical data. Therefore, the customer's experience management factor is however, a factor that promote the development of tourism business in Thailand for the satisfaction of customers.

Summary of confirmatory factor analysis of customer value model

Based on the considering of the relationship of customer value factor (CTV), it is found that all observed variables are correlated with a statistical significance level of 0.01. The correlation coefficient ranges from 0.231-0.787. The Bartlett's test of sphericity statistic = 4426.130, df =120, P = 0.000. It indicates that the correlation matrix differs from the identity matrix with a statistical significance level of 0.01 which consistent with the Kaiser-Mayer-Olkin analysis that equals to 0.943. The KMO value that greater than 0.80 indicates that the observed variables are highly correlated and suitable for factor analysis.

The analysis results of the second order confirmatory factor analysis of the customer value model revealed that the measurement model of customer value is congruent with the empirical data. The chi-square value (χ^2) = 99.852, degrees of freedom (df) = 82, P value = 0.088 with no statistical significance level of 0.01. The relative chi-square (χ^2/df) is found equal to 1.218 lower than the determined criteria which expected to be 2. The RMSEA = 0.023 and the RMR = 0.022 which lower than the determined criteria ($\leq$0.05),the GFI = 0.969 and AGFI = 0.949 which higher than the determined criteria ($\geq$0.90), the Tucker-Lewis Index (TLI) = 0.994 and the CFI = 0.996 which higher than the determined criteria (>0.90). All statistics meet the determined criteria and it can be concluded that the model is congruent with the empirical data.

The factor loading standard values of all 16 observed variables indicated that the factor loading standard value of each observed variables is positive and the size ranging from 0.51-0.89 with a statistical significance level of 0.01 in every single variable. It means that all of the 16 observed variables are the important indicators of customer value. The factor loading standard value of 4 subfactors are found positive and the size is high ranging from 0.85-0.90 with a statistical significance level of 0.01 in every single variable. It means that the 4 subfactors are the important factors of customer value.

From the standard component test of the observed variables of customer value is related. It is evident that, the aforementioned factor is very important. However, this factor is also statistically significant to customer's satisfaction and the data from the standard weight values of 16 observable variables. All values meets the requirement of the specified criteria, the data is consistent with empirical data. Therefore, the customer value factor is however, A factor promote the development of tourism business in Thailand for the satisfaction of customers.

Confirmatory factor analysis of customer satisfaction model

The results from the consideration of the relationship of customer satisfaction factors (CTS) are found that all observed variables are correlated with a statistical significance level of 0.01. The correlation coefficient ranges from 0.442-0.781. The Bartllet's Test of Spericity statistic = 3434.858, df = 66, P = 0.000. It indicates that the correlation matrix differs from the identity matrix with a statistical significance level of 0.01 which consistent with the Kaiser-Mayer-Olkin analysis that equals to 0.932. The KMO value that greater than 0.80 indicates that the observed variables are highly correlated and suitable for factor analysis.

The analysis results of the second order confirmatory factor analysis of the customer satisfaction model revealed that the measurement model of customer satisfaction is congruent with the empirical data. The chi-square value (χ^2) = 51.187, degrees of freedom (df) = 44, P value = 0.212 with no statistical significance level of

0.01. The relative chi-square (χ^2/df) is found equal to 1.163 lower than the determined criteria which expected to be 2. The RMSEA = 0.020 and the RMR = 0.012 which lower than the determined criteria (≤ 0.05),the GFI = 0.980 and AGFI = 0.964 which higher than the determined criteria (≥ 0.90), the Tucker-Lewis Index (TLI) = 0.997 and the CFI = 0.998 which higher than the determined criteria (>0.90). All statistics meet the determined criteria and it can be concluded that the model is congruent with the empirical data.

The factor loading standard values of all 12 observed variables indicated that the factor loading standard value of each observed variables is positive and the size ranging from 0.75-0.89 with a statistical significance level of 0.01 in every single variable. It means that all of the 12 observed variables are the important indicators of customer satisfaction. The factor loading standard value of 3 subfactors are found positive and the size is high ranging from 0.84-0.95 with a statistical significance level of 0.01 in every single variable. It means that the 3 subfactors are the important factors of customer satisfaction.

From the standard component test of the observed variables of customer satisfaction is related. It is evident that, the aforementioned factor is very important. However, the 3 customer satisfaction factors have a statistically significant standard component weight value and the data from the standard weight values of 12 observable variables. All values meets the requirement of the specified criteria, the data is consistent with empirical data. Therefore, the customer's satisfaction factor is however, a factor that promote the development of tourism business in Thailand for the satisfaction of customers.

5.3 Summary of construct validity of the overall measurement model

Summary of analysis results of the relationship of observed variables

The analysis results of the relationship of all 14 observed variables revealed that the relationship of 91 pairs of the variables differed from zero with a statistical significance level of 0.01. The correlation coefficients among the observed variables were positive and the size of relationship ranged from 0.412 to 0.754. That meant a moderate to quite high relationship showing that the correlation value between each pair of variable was not highly correlated as no value was higher than 0.80. It indicated that multicollinearity did not exit.

The correlation coefficient between the observed variables using similar latent variables found that every pair of variables was correlated with a statistical significance level of 0.01. 6 pairs of the variables had the size of relationship at a moderate level and 24 pairs at rather high level. The variables that are correlated at the highest level were economic value (ECVL) and quality value (QUVL, r =0.754 and the variables that are correlated at the lowest level were social value (SOVL) and economic value (ECVL), r = 0.542. The relationship of every pair of variables was positive.

The correlation coefficient between the observed variables using different latent variables found that 35 pairs of variables had a moderate level of relationship and 26 pairs of them had rather high level of relationship. The variables that are correlated at the highest level were process (PROC) and economic value (ECVL), r = 0.686. The variables that are correlated at the lowest level were people (PEOP) and social value (SOVL), r = 0.412.

Bartlett's Test of Sphericity statistic was equal to 4550.299, df = 91, P = 0.000. It indicated that the correlation matrix differed from the identity matrix with a statistical significance level of 0.01 which consistent with the Kaiser-Mayer-Olkin analysis that was equal to 0.959. The KMO value near to 1 indicated that the observed

variables were highly correlated and suitable for examining the congruence of the research model and the empirical data accordingly.

Examining multicollinearity

Based on the analysis result, it is found that the relationship between independent variables and customer satisfaction in outbound tour operators in Thailand is at a high level (R = 0.831) and all independent variables can predict customer satisfaction in outbound tour operators in Thailand at 69.1 percent ((R^2 = 0.691). It is considered quite significant with a statistical significance level of 0.01 (F = 78.875). It means that the studied variables can be used for estimation.

Moreover, the lowest value of the tolerance = 0.28 and the highest value= 0.45. The lowest value is higher than the minimum criteria = Tolerance > 0.1. The lowest value of VIF = 2.25 and the highest value = 3.62. The highest value is lower than 10. It indicates that each variable does not overlap with the other variables. Therefore, all variables do not have multicollinearity or are highly related to one another. They can be used to analyze the structural equation model.

Summary of analysis results of construct validity of the measurement model

Summary of examining the congruence of the measurement model

The confirmatory factor analysis result revealed that the chi-square value (χ^2) = 74.676, degrees of freedom (df) = 59, P value = 0.082 with no statistical significance level of 0.01. It implied that the model was congruent with the empirical data. The ratio between the chi-square statistic and numbers of degrees of freedom or the relative chi-square (χ^2/df) = 1.266 which lower than the determined criteria that expected to be 2. Therefore, the model was congruent with the empirical data.RMSEA = 0.026 and RMR = 0.008 which met the determined criteria (≤0.05),GFI = 0.975 and AGFI = 0.956 which met the determined criteria (≥0.90),

Parsimony Goodness of Fit Index (PGFI) = 0.548 which met the determined criteria (≥0.50) , NFI = 0.984,Tucker-Lewis Index (TLI) = 0.995 and CFI = 0.997 which met the determined criteria (>0.90) . Hoelter value = 417 which met the determined criteria (>200). The factor loading value indicated that the factor loading standard value of each observed variables was 0.01 statistically significant and high in every single variable. The factor loading standard values at 0.5 or above indicates validity of the measurement model.

Based on the analysis result of customer experience management (CEM) factor, it could be seen that all factor loading values met the determined criteria; greater than 0.5. Process (PROC) was the variable with the greatest factor loading value = 0.87, followed by that of promotion (PROM) = 0.86. Physical evidence (PHYS) was the variable with the lowest factor loading value = 0.77. Standard error and t-statistics indicated that each value of factor loading differ from zero with a statistical significance level of 0.01. With regards to the reliability $((R^2)$ being a proportion of variance between observed variables and communalities, it was found that process had the highest reliability (R^2) = 0.75, followed by promotion (PROM) = 0.74 and product (PROD) and physical Evidence (PHYS) had the lowest value =0.60.

Customer value factor (CTV) found that all factor loading values met the determined criteria as they were greater than 0.5. Economic value (ECVL) was the variables having the greatest factor loading value = 0.87, followed by quality value (QUVL) = 0.86 and social value (SOVL) was the variables having the lowest factor loading value = 0.81. Standard error and t-statistics indicates that each value of factor loading differ from zero with a statistical significance level of 0.01. With regards to the reliability $((R^2)$ being a proportion of variance between observed variables and communalities, it was found that economic value (ECVL) and quality value (QUVL) had the highest reliability (R^2) = 0.75, followed by emotional value (EMVL) = 0.67 and social value (SOVL) had the lowest value =0.66.

Customer Satisfaction (CTS) factor found that all factor loading values met the determined criteria as they were greater than 0.5.Customer Expectation (CTEP) was the variables having the greatest factor loading value = 0.86, followed by equality

of service (EQSV) and service in time (SVIT) = 0.83. Standard error and t-statistics indicated that each value of factor loading differ from zero with a statistical significance level of 0.01.With regards to the reliability (R^2) being a proportion of variance between observed variables and communalities, it was found that customer expectation (CTEP) had the greatest reliability (R^2) = 0.74, followed by equality of service (EQSV) = 0.69 and service in time (SVIT) had the lowest value = 0.68.

Summary of examining convergent validity

The analysis results found that average variance extracted of all latent variables was 0.05 or above and composite reliability was 0.6 or above while all of the observed variables had standardized factor loading value 0.5 or above.

Summary of examining discriminant validity

The analysis result revealed that χ^2 = 45.850 ,df = 32 and χ^2 = 203.177 df = 33 . Measured the difference, the chi-Square value = 157.327 which greater than 3.84. It implied that CEM and CTV variables had discriminant validity. That meant indicators in CEM variables were not correlated with indicators in CTV variables. Regarding comparison with other pairs, when the chi-square value of a free covariance model was compared with a fix covariance model which was equal to 1 between latent variables in each pair and measured the difference, it was found that the chi-Square value was greater than 3.84 in every pair. It indicated that the measurement method had discriminant validity.

Summary of analysis results of the reliability of observed variables (Internal consistency reliability)

The analysis of the reliability of the observed variables (Internal Consistency Reliability) of the research tools was suitable. By considering Cronbach Alpha

Coefficient values of all observed variables, the values ranged between 0.768 to 0.908 which were not lower than 0.50 in every single variable. That meant they were suitable for analysis to respond to research questions accordingly.

Summary of analysis results of the reliability of latent variables (Composite Reliability: CR)

The analysis results revealed that customer experience management, customer value and customer satisfaction factors had the total reliability ranging from 0.88 to 0.93 which was rather high as it was greater than 0.60. The average variance extracted of the latent variables (AVE) of customer experience management, customer value and customer satisfaction factors ranged from 0.67 to 0.71. It indicated that all observed variables described greatly the variance of latent variables in each factor as the value was higher than 0.50. Based on the mentioned above results, it can be concluded that the observed variables have rather high level of reliability to measure all factors. It implies that based on the assessment of the measurement model, it can be obviously seen that an operational definition of all latent variables is correct and reliable.

5.4 Summary of analysis results of validity of the structural equation model

Results of examining the congruence of the causal relationship model based on the research hypothesis and the empirical data (before adjusting the model)

The results of examining the congruence and goodness of fit of the causal relationship model based on the research hypothesis and the empirical data before adjusting the model is conducted to examine the validity of the model created from related framework, theories and researches. It was found that the chi-square statistic (χ^2) of the structural relationship model before adjusting the model = 252.744,

degrees of freedom (df) = 74 with a statistical significance level of 0.000. It indicated that the causal relationship model was not consistent with the empirical data. However, since the chi-square value was sensitive to the sample size, the bigger the sample was, the chi-square became more statistically significant. Therefore, the ratio between the chi-square statistics and numbers of degrees of freedom (χ^2/df) should be considered altogether. It was found that the ratio between the chi-square statistics and numbers of degrees of freedom = 3.415 which was higher than the determined criteria that expected to be 2. Furthermore, considered from other indices used to measure goodness of fit in other aspects, the following indices did not meet the determined criteria: GFI = 0.909 which met the determined criteria ($\geq$0.90) and AGFI = 0.872 which did not meet the determined criteria ($\geq$0.90), RMSEA = 0.078 which did not meet the determined criteria (<0.05) and RMR = 0.015 which met the determined criteria (<0.05). Considered the comparative fit indices, it was found that NFI = 0.945 , Tucker-Lewis Index (TLI) = 0.951,CFI = 0.960 which met the determined criteria (>0.90),PGFI = 0.641which met the determined criteria ($\geq$0.50), PNFI = 0.769 which met the determined criteria (>0.50) and Hoelter value was 151 which did not meet the determined criteria (>200).

In conclusion, based on the statistics and all indicators, there is no clarification that the model according to the hypothesis is congruent with the empirical data. Thus, it is necessary to adjust the relationship model to be more congruent and fit by adjusting the error of observed variables to be correlated so as to obtain the information that consistent with the actual situation where variables are related to each other. The relationship adjustment is considered from a software suggestion or model modification indices (MI) and standardized expected parameter change (SEPC) until a causal relationship model that congruent and fit with the empirical data can be obtained.

Results of examining the congruence of the causal relationship model based on the research hypothesis and the empirical data (after adjusting the model)

After adjusting the model and redrawing relationship lines according to the suggestion after the final adjustment, the model is more congruent with the empirical data and indicates the statistics as expected. The analysis results (after adjusting the model) found that the structural equation model (the Modified Model) was congruent with the empirical data. It indicated that the theoretical model was considered adequately fit with the empirical data. The chi-square statistic (χ^2) = 71.922, degrees of freedom (df) = 59, P value = 0.120 which met the determined criteria that expected as to be greater than 0.05. The ratio between the chi-square statistics and numbers of degrees of freedom (χ^2/df) = 1.219 which lower than the determined criteria that expected to be lower than 2. Thus, the model was congruent with the empirical data. GFI = 0.976, AGFI = 0.957 which met the criteria that expected to be greater or equal to 0.90, PGFI = 0.548 which met the criteria that expected to be 0.50 or above, NFI = 0.984, RFI = 0.976, TLI = 0.996 and CFI = 0.997 which met the criteria that expected to be greater than 0.90, PNFI = 0.638 which met the criteria that expected to be greater than 0.50, RMSEA = 0.023 and RMR = 0.007 which met the criteria that expected to be lower than 0.05. Hoelter value was 433 which met the criteria that expected to be higher than 200. Overall, it can be noticeable that indices meet the criteria and the model is considered adequately fit with the empirical data.

Summary of direct effect, indirect effect and total effect of the structural equation model of customer satisfaction in outbound tour operators in Thailand

The analysis results of the total effect, direct and indirect effect of customer experience management (CEM), customer value (CTV) and customer satisfaction (CTS) reveals that customer experience management factor (CEM) has positive direct effect on customer value factor (CTV) with a statistical significance level of .01, the size of effect is 0.87. It means that if outbound tour operators leading tourists to international tourist attractions provide more availability of products and services

through marketing mix such as services, prices, distribution of service, sales promotion, staff, process and physical characteristics, good experience and value to customers towards products and services are more increased. Therefore, the researcher accepts the hypothesis that customer experience management has positive effect on customer value.

Customer experience management factor (CEM0 has positive direct effect on customer satisfaction factor (CTS) with a statistical significance level of 0.01, the size of effect is 0.37. It means that if outbound tour operators leading tourists to international tourist attractions provide more availability of products and services through marketing mix such as services, prices, distribution of service, sales promotion, staff, process and physical characteristics, good experience and value to customers towards products and services are more increased. Therefore, the researcher accepts the hypothesis that customer experience management has positive effect on customer satisfaction.

Customer value factor (CTV) has positive direct effect on customer satisfaction factor (CTS) with a statistical significance level of 0.01, the size of effect was 0.55. It can be concluded that if customers perceive values towards products or services more and more, those products and services can build customer satisfaction increasingly. Thus, the researcher accepts the hypothesis that customer value has positive effect on satisfaction of customers using outbound tour operators.

In addition, the analysis indicates that customer value (CTV) is a mediator variable of customer experience management (CEM) and customer satisfaction (CTS) through customer value (CTV) with a statistical significance level of .01, the size of effect is 0.48. Likewise, customer experience management (CEM) not only has direct effect on customer satisfaction (CTS), but also has indirect effect through customer value (CTV). It means that the more customer experience management is performed, the more likely customer satisfaction in products and services occurs. As a result, the researcher accepts the hypothesis that customer value is the mediator variable between customer experience management and customer satisfaction in outbound tour operators in Thailand.

The researcher used Bootsrapping method in AMOS to estimate the effect of customer experience management (CEM) on customer satisfaction (CTS) with customer value (CTV) as a mediator. The 1,000 sample sizes were determined for random sampling and confidence intervals (CL) at 95% was expected (Cheung & Lau, 2008). The bootstrapping technique revealed that customer experience management (CEM) had indirect effect on customer satisfaction (CTS) with customer value (CTV) as the mediator with a statistical significance level of 0.01(P=0.002). Therefore, the researcher accepts the hypothesis that customer value (CTV) is the mediator in the relationship between customer experience management (CEM) and customer satisfaction (CTS). Customer experience management (CEM) is the factor affecting customer satisfaction (CTS) more than customer value factor (CTV) and variables in the model can describe the variance of customer satisfaction (CTS) at 80.60 percent.

Considered the coefficient on prediction from structural equation model (R^2), it is found that customer experience management (CEM) can describe the variance of customer value (CTV) at 75.80 percent. Likewise, the variance of customer satisfaction (CTS) is described by the effect of covariables between customer experience management (CEM) and customer value (CTV) factors which describes the variance of customer satisfaction factor (CTS) at 80.60 percent. Based on the analysis results, the hypotheses can be concluded as:

Table 5.2 summary of results of the research hypothesis testing.

Hypothesis	Description	Result
H1	Customer experience management factor has positive direct effect on customer value	Accept
H2	Customer experience management factor has positive direct effect on customer satisfaction	Accept
H3	Customer value has positive direct effect on customer satisfaction	Accept
H4	Customer value is the mediator of the relationship between customer experience management and customer satisfaction.	Accept

5.4.4 Analysis results of factor loading values of each latent variable in the causal model of customer satisfaction

The factor loading values of the observed variables of all latent variables are positive and the factor loading values of all variables differ from zero with a statistical significance level of 0.01. The observed variable of customer experience management (CEM) having the highest factor loading value that equals to 0.87 is Process (PROC), followed by that of Promotion (PROM) which equals to 0.86. The observed variables having the lowest factor loading value that equal to 0.78 are Product (PROD) and Physical Evidence (PHYS).

The observed variable of customer value (CTV) having the highest factor loading value is Quality Value (QUVL) which its factor loading standard value is 0.87, followed by Economic Value (ECVL) which its factor loading standard value is 0.86. The observed variables having the lowest factor loading value that equals to 0.81 is Social Value (SOVL).

In addition, the observed variables of customer satisfaction (CTS) having the highest factor loading value that equals to 0.86 is Customer Expectation (CTEP)

followed by Equality of Service (EQSV) and Service in time (SVIT) that their factor loading values equal to 0.83.

Considered the reliability of observed variables or coefficient of prediction which is the value describing proportion of variance between observed variables and cofactors, it can be noticed that the reliability of observed variables ranges from 0.60 to 0.76. The variable having the highest reliability, 0.76, is Quality Value (QUVL). The variable shares covariance with the Customer Value (CTV) factor at 76 percent. The variable having the lowest reliability,0.60, is Physical Evidence (PHYS). The variable shares covariance with the Customer Experience Management factor (CEM) at 60 percent.

The analysis results of factor loading values of customer experience management and customer value factors resulting in customer satisfaction indicated that the factor loading of all factors have positive values in the same direction. When the customer experience management factor increases, there will be an increase of process, promotion, place, people, price, product and physical evidence respectively. When the customer value factor increases, there will be an increase of quality value, economic value, emotional value and social value respectively. With regards to customer satisfaction which is an output variable, if causal variables affect the customer satisfaction factor increasingly, there will be an increase of customer expectation, equality of service and service in time increase respectively.

Conclusion

The congruence analysis of the hypothesis model with the empirical data of the structural equation model of customer satisfaction in outbound tour operators in Thailand indicates that statistics from the analysis meet the measure evaluation criteria with congruence and goodness of fit. The results of the development of the structural equation model of customer satisfaction in outbound tour operators in Thailand can be concluded that customer experience management and customer value factors have positive direct effect on customer satisfaction factor. Other than this

customer experience management factor also has positive indirect effect on customer satisfaction through customer value with a statistical significance level of 0.01. The variables in the model can describe the variance of customer satisfaction at 80.60 percent. The studied factors concerning customer experience management, customer value and customer satisfaction in outbound tour operators in Thailand reveal that the most important variable of customer experience management factor is process as being the causal variable, followed by promotion, place, people, price, product and physical evidence respectively. The most important variable of customer value factor is quality value as being the mediator variable, followed by economic value, emotional value and social value respectively. With regards to the customer satisfaction factor as being the output variable, the variable most likely receiving the effect or being the most important variable of the customer satisfaction factor is expectation, followed by equality of service and service in time respectively.

Discussion

The study revealed that the analysis results of the total effect, direct effect and indirect effect of Customer Experience Management (CEM), Customer Value (CTV) and Customer Satisfaction (CTS) showing that Customer Experience Management (CEM) has positive direct effect on Customer Value (CTV) with a statistical significance. Outbound tour operators leading tourists to international tourist attractions with more availability of products and services to customers through marketing mix such as services, prices, distribution of service, staff, process and physical characteristics can increase good experience and value to customers towards products and services more and more. Such of this matter is consistent with a research of Cronin et al. (2000) that studied about the relationship between quality of service and customer satisfaction. The study result reported similarly that the higher level of service is related positively to customer satisfaction level in service business. Moreover, it is consistent with Kim et al. (2008) saying that the quality of service in terms of good staff, efficient process and confidence in services had positive effect on satisfaction level of customers. The study about perception of the quality of service

and the quality of service that have positive direct and indirect effect on customer satisfaction(through customer value), customer value has positive direct effect on customer satisfaction and it is found that interaction between service provider and service receiver has positive direct and indirect effect (through customer value) (Chaikee 2013,page 73-76; Jeepapak,2012,page 53-57; Taweewongoran, 2009, page 120-123; Chieochankitkan, 2013,pp.3-4) are consistent with this research regarding Customer Experience Management (CEM) has positive direct effect on Customer Satisfaction (CTS) with a statisfical significance, when outbound tour operators leading tourists to international tourist attractions with more availability of products and services through marketing mix such as services, prices, distribution of service, sales promotion, staff, process and physical characteristics, good experience and customer satisfaction are more increased towards the products and services. As a result, the researcher accepts the hypothesis that customer experience management has positive effect on customer satisfaction. Customer Value (CTV) has positive direct effect on Customer Satisfaction (CTS) with a statistical significance level of 0.01 and the size of effect is 0.55. It can be concluded that if customer perceive value of certain kinds of products or services more and more, the customer satisfaction in the products and services can be increased accordingly. It is consistent with the study of Tawinunt, Phimonsathienand, and Fongsuwan (2015,pp.1-5) Helgesen (2006, pp. 245-266) Taghizadeh, Taghipourian, & Khazaei (2013,pp.2569-2575) Wu et al. (2015, pp. 371-401) Cheung, 2012, pp.5-9) Chi, & Gursoy (2009,pp.245-253) Soltanmoradi, Poor, & Nazari (2013,pp.1234-1239) Cheung (2012,pp. 5-9) Lee (2005, pp.1-5). Perception of quality and value of service is an important factor in building customer satisfaction to use service repeatedly or by word of mouth. Buidling customer value increasingly can lead to more customer satisfaction which is consistent with a concept of building customer value that aims to focus on customer as a center and understand customer deeply, making great effort to find out customers' demand and present service model that can meet that demand with different dimensions of relationship and satisfaction. Such of these actions can result in increasing number of customers and customer retention with businesses in the future. The analysis of Customer Value (CTV) as the mediator variable, relationship between Customer Experience Management (CEM) and Customer Satisfaction (CTS)

reveals that Customer Experience Management (CEM) has positive indirect effect on Customer Satisfaction (CTS) through Customer Value (CTV) with a statistical significance and Customer Experience Management (CEM) has direct effect on Customer Satisfaction (CTS) and indirect effect through Customer Value (CTV). The more customer experience management is performed, good experience and customer value towards products and services are more increased which result in more customer satisfaction in products and services which consistent with various scholars's statement about relationship between Customer Experience Management (CEM) and Customer Satisfaction (CTS) (Ramesh, 2 0 0 7 ,pp. 2 -7 ; Nancy M,et al, 2009,pp.15-17; Khalili, Rahchamanib & Abtahi, 2013,pp.2381-2382; Yuan & Wu , 2008,pp.387-389; Kamaladevi B, 2010,pp.37-38; Mathis, et al, 2016,pp.62–75; Anek, 2012, page 1 1 5 -1 1 9) services with positive experience, emotional response, customers' perception, customer value experience, customers' participation in service planning, reasonable prices, good practice to customers and providing services to meet individual demand can result in customer satisfaction in services.

From the hypothesis 1, customer experience management factor has positive direct effect on customer value. The testing results of the research hypothesis are acceptable which consistent with the research of Cheung (2012) about the relationship among customer motivation in spa service business, the quality of service, customer-perceived value, customer satisfaction and consumer behavior to purchase spa service business in hotels and resorts in Hong Kong. It is found that customer perception of service quality has effect on customer value and satisfaction. Moreover, customer perception of service value has effect on customer satisfaction. Both perception of value and satisfaction having effect on behavior (Cheung, 2012,pp.5-9) is consistent with a study about the relationship between staff satisfaction and customer satisfaction in service business has effect on value creation and financial efficiency for tourism business (Chi, & Gursoy,2009,pp.245-253). A study about relationship among customer satisfaction, customer loyalty, customer value and success of doing business found that customer satisfaction results in success in doing business (Soltanmoradi, Poor, Nazari, 2013,pp.1234-1239). A study about relationship concerning customer motivation in spa service, perception of service quality and

service value, customer satisfaction, customer value that lead to behavior in using service revealed that perception of service quality and service value has direct effect on customer satisfaction and results in showing behavior with word of mouth method (Cheung ,2012,pp. 5-9). Perception of value and quality of service is an important factor building customer satisfaction and has direct effect on value of customers who are willing to purchase products or services that contribute to profit of business accordingly (Lee ,2005, pp.1-5) through word of mouth communication and willingness to buy.

From the hypothesis 2, customer experience management factor has positive direct effect on customer satisfaction factor. The testing results of the research hypothesis are acceptable which consistent with the research of Khalili, Rahchamanib and Abtahi (2013,pp.2381-2382) that found that a study about results of investment in creating good experience from services to customers, trustworthiness and perception of product image and satisfaction in product brands that can lead to customer loyalty indicated that creating a good experience for customers has positive effect on satisfaction in products, trustworthiness, perception of business image including customer loyalty. It is also consistent with a study about relationship among experiential marketing, experiential value and customer satisfaction that found that customer experience is considered an important benefit of tourism and service business. The study results indicates that experiential marketing can lead to customer satisfaction delivering to emotional value in the form of feeling, touching, and the quality of service. Management executives in tourism and service business should study profoundly about a concept relating to customer experience management for developing experiential marketing strategy and creating experiential value for customers as much as possible (Yuan and Wu,2008,pp.387-389) including creating mutual experience between customers and business by allowing customer to participate in service management planning that can respond directly to customer experience and demand which affects customer satisfaction in using service. Business operators should make a plan and take the concept as a strategy in doing business (Mathis, et al.,2016,pp.62–75).

From the hypothesis 3, customer value factor has positive direct effect on customer satisfaction factor. The testing results of the research hypothesis are acceptable which consistent with the research of Chi, and Gursoy (2009 ,pp.245-253) about relationship between satisfaction of staff and customers in service business has effect on value creation and financial efficiency of tourism business and support the research of Cheung, (2012) about perception of the quality of service has effect on customer-perceived value and customer satisfaction. Moreover, perception of service value has effect on customer satisfaction and both customer-perceived value and satisfaction result in communication behavior in the form of word of mouth method and willingness to purchase. A research of Soltanmoradi, Poor, and Nazari (2013, pp.1234-1239) about relationship among customer satisfaction in loyalty, customer value and success in doing business revealed that customer satisfaction results in success in doing business which consistent with the research of Cheung (2012, pp. 5-9) about relationship of customer motivation in using spa service, customer perception of quality and service value, customer satisfaction and customer value that lead to behavior in willingness to use service. It is found that perception of the quality of service and value of service has direct effect on customer satisfaction and results in showing behavior with word of mouth communication.

From the hypothesis 4, customer value is the mediator variable of the relationship between customer experience management and customer satisfaction. The testing results of the research hypothesis are acceptable which consistent with the research of Chaikee (2013, page 73-76) Jeenapak (2012, page 53-57) Taweewongoran (2009, page 120-123) Chieochankitkan (2013,pp.3-4) about perception of the quality of service, perception of value in contacts between service providers and service receivers towards satisfaction of customer using service. It is found that the actual service quality is higher than the level of service quality that customers expect and almost all factors are in a high level. With regards to a level of perception of service quality , a speedy response and confidence have a high score level in particular, followed by factors concerning environment, being attentive, reliability and physical characteristics having a moderate level of score. The causal relationship among the quality of service, perception of value and service contacts from service providers and

service receivers has effect on customer satisfaction. It is also found that the quality of service has positive direct and indirect effect (through perception of value) on customer satisfaction. Perception of value has positive direct effect on customer satisfaction and interaction between service providers and service receivers has positive direct and indirect effect (through perception of value).

The research results make known the relationship of variables concerning customer experience management that delivers valuable experience to customers using services provided in each spot which can be a tool in doing outbound tour business, customer value and customer satisfaction. The finding about doing outbound tour business with satisfaction is considered the most important thing that should be paid attention continuously by focusing on customers using the service who are an important target in the business. It is consistent with a concept from today's marketers who give importance to 3 matters; quality, service and value. Value is an indicator to measure competitive ability beyond competitors (Parasuraman, 1997) and customer-perceived value and product brands are factors having an impact on customer loyalty and willingness to purchase repeatedly through satisfaction, brand loyalty or positive feeling towards a certain service (Mehdi, Mojgan & Masoud, 2013,pp.10-17). However, this research differ from a research of Senjaya, et al, 2013,pp.2-4) in terms of customer experience management that affects customer satisfaction and customer loyalty in coffee shop business. It is found that the quality of customer experience management in 8 different dimensions includes providing service that is more accessible to customers at the time it is needed (Accessibility), capability of staff in providing service to customers (Competence), being able to recognize feeling that customers present before special notice or attention (Customer recognition, being willing to help (Helpfulness), providing service that can respond to customer individually (Personalization), being able to solve problem (Problem solving), providing service as giving promise to customers (Promise fulfillment) , providing service by realizing the value of service period (Value for time). Each dimension has an influence on customer satisfaction. The study of Senjaya,et al,2013,pp.2-4 contains different factors concerning customer experience management that affects customer satisfaction and customer loyalty in coffee shop business from this research.

Based on the congruence of the hypotheses and the empirical data of the structural equation model of customer satisfaction in outbound tour operators in Thailand, it is found that the statistics obtained from the analysis meet the standard criteria for congruence and can be conclude the results for developing the structural equation model of customer satisfaction in outbound tour operators in Thailand that customer experience management and customer value factors have positive direct effect on customer satisfaction and customer experience management factors and also positive indirect effect on customer satisfaction through customer value with statistical significance.

5.5   Suggestions from the research results

1) Theoretical suggestions

In terms of academic aspect, the most vital variable of customer experience management factors in developing the structural equation model of customer satisfaction in outbound tour operators in Thailand is Process, followed by Promotion, Place, People, Price, Product and Physical Evidence respectively. Judged from the factors in developing the structural equation model of customer satisfaction in outbound tour operators in Thailand, academic aspects should be added more covariables such as Privacy, Personal Interest, Personal Social Networks, Public Commentary, Personalization , Participation, Peer to Peer and Predictive Modeling to support more efficiency and effectiveness of the development of the structural equation model.

2) Practical suggestions

Outbound tour operators in Thailand should take the structural equation model of customer satisfaction in outbound tour operators in Thailand to apply by considering the priority of each factor in terms of the congruence of outbound tourism business in each point to improve Process, Promotion, Place, People, Price, Product

and Physical Evidence respectively so that customer satisfaction in outbound tour business can be developed. The mentioned information can be applied to create customer satisfaction, build a bigger business competition and the growth in sales volume as well as accessibility. Consequently, outbound tour operators should place an emphasis on Process, Promotion, Place, People, Price, Product and Physical Evidence respectively to create customer satisfaction, the quality of service, and valuable experience to customers that lead to optimum customer satisfaction. Moreover, outbound tour operators can use the research results to be a guidance for a customer service focus by giving importance to customer value to increase profit and encourage the business to survive in the outbound tourism industry and to know a point to create customer value from customer experience management and customer satisfaction as the research provides the data for planning and adjusting business strategies to develop outbound tour operators.

The results of the analysis can provide a guideline for the management of foreign tourism business in Thailand.Which has been a gap for the development of customer satisfaction. From most important factors that are related which includes the creation of customer experience and value creation are the factors that can lead to customer satisfaction. The results of this analysis are based on the use of numerical values of Factors Loading from highest to lowest in order to lead to the improvement of customer satisfaction as follows.

Guideline for creating customer's satisfaction through Customer Experience Management in terms of Process (PROC) is an important factor that drives customer satisfaction through the creation of different processes in businesses for the customers to access. The process are accurate and precise, Customer are well taken care of, systematic process of business management, in terms of tourism business, the process are well-organized, well-structured service, Good management can make the customer more satisfied and will bring loyalty to the old customer and however, result in the customer telling customers as well.

Guideline for creating Customer Satisfaction through Customer Experience Management, in terms of promotion, which is what the travel business will need to

constantly change and update periodically.Including correct access to customer market through promotion. Promotion is going to be one factor that helps attract and can make customers more satisfied. If the business promote of International tourism engage on periodic promotion activities, it will allow old customers to come back again for the service.

Guideline for creating Customer Satisfaction through Customer Experience Management, in terms of Physical Evidence is essential in order to make the customer fully satisfied. Although the results analysis are high, but Physical Evidence is the last factor that customers value in terms of satisfaction. However, businesses should focus on the level of Physical Evidence as well as other factors.

Guideline for creating Customer Satisfaction through Customer value factor in terms of Economic Value. The financial status should managed relative to what is received from the goods or services paid out by international tourism business is reasonable in terms of prices. Various elements of the products and services create value for customers to achieve the highest satisfaction and in the future, the customers will be loyal to the products.

Guideline for creating Customer Satisfaction through Customer value factor in terms of Quality Value by providing excellent customer service. However, this is related to the technical quality of international tourism business or each service provider should provide good and quality service. Including service trust and response, or care in the customer experience that is going to receive during service. This good service will bring about customer satisfaction at last.

Guideline for creating Customer value factor in terms of social value is a way of creating social benefit for customers. However, international tourism has a part that can create good social value, this benefit can make the customers proud and can also make customers more satisfied, if the international tourism business is more of good quality, famous and effective in performance.

Guideline for creating Customer Satisfaction, it is necessary to create it through Customer Expectation, business management is coupled to meet what the

customer needs and according to what customers expect, in order to make customers more fully satisfied.

Guidelines for creating customer satisfaction in terms of Equality of Service: International tourism business must attached more important to everyone's equality of service.

Guideline for creating Customer Satisfaction in terms of service in time. The management service must be timely and correct according the information already given to customer. Including rendering of other services. In which, time is important in making a customer satisfaction.

Suggestions for further research

1) Further research should consider adding more covariables to support and encourage a development of the structural equation model of customer satisfaction in outbound tour operators in Thailand in a more efficient and effective manner. The covariables can be Privacy, Personal Interest, Personal Social Networks, Public Commentary, Personalization, Participation, Peer to Peer, and Predictive Modeling. Other factors that considerably result in customer satisfaction and create customer loyalty to outbound tourism business or outbound tour operators in Thailand can be studied.

2) This research can be developed further by adding an intensive qualitative study process and brought the structural equation model of customer satisfaction in outbound tour operators in Thailand to try out with an action research with a close follow-up to improve the model for future study.

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