



ABAC  
GRADUATE SCHOOL  
of BUSINESS

*Au Virtual International Conference 2020  
Entrepreneurship and Sustainability in the Digital Era  
Assumption University of Thailand  
October 30, 2020  
Co-hosted by*



## **A Study of Customer's Satisfaction towards Boots Pharmacy in Thailand**

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### **ABSTRACT**

The research aims to identify the factors that affect customer's satisfaction with Boots Pharmacy and increase the company's profits, customers, and market share. In Thailand, Retail pharmacies are adapting to a competitive market as domestic and foreign competitors seek more market share, and customers can easily switch between different pharmacies to buy drugs. This research will help Boots pharmacy understand more about the factors that affect customer satisfaction, to improve their business strategy planning and practice, gain more favorable comments and affection from customers, and build customer loyalty. Besides, the study can serve as a suggestion to improve the company's performance, beat competitors, and gain more market share. So, the quantitative questionnaires were conducted and also distributed 400 set of questionnaires to the people who have purchased drugs in the Boots pharmacy chain in Thailand. The descriptive analysis and multiple linear regression were used to confirm the results. A study of factors that affect customer's satisfaction with Boots Pharmacy includes convenience, price, product quality, and service quality. The result affirmed that all the factors are an effect on customer's satisfaction with Boots Pharmacy, among them, convenience is the highest effect and price is the lowest effect on customer's satisfaction with Boots Pharmacy.

**KEYWORDS:** Boots Pharmacy, Customer's satisfaction, Convenience, Price, Product Quality, and Service quality.

## **Introduction**

According to a Commerce Ministry report, the number of registrations in Thailand's pharmacy and medical supplies businesses has been growing steadily from 2015 to 2017. In 2017 alone, 1,171 new pharmacies and medical supplies businesses were registered. In 2016, the pharmacy and medical supplies business in Thailand generated 500 billion baht in total revenue. It represents an increase of more than 70 percent over 2012 revenues of about bt280bn. More than 50% of pharmacies and medical supply businesses are located in Bangkok, equivalent to 4,598 businesses.

At present, to cope with the increasing economic cost and time cost of hospital treatment, more and more people with non-critical diseases tend to go to local pharmacies for advice and medicines. Retail pharmacies are an important segment of healthcare services and target a wide range of customers. In addition to their responsibility to distribute medicines to the general public, pharmacies play an important role as a reliable channel of health care for the community. For Thai pharmacists, it doesn't matter whether they work in a franchise of an international retail brand or run their pharmacy. In addition to understanding the safety and effectiveness of drugs, professional responsibilities also need to make judgments and recommend the most appropriate drugs according to the symptoms of patients, to meet the needs of customers, and maximize sales.

Community pharmacy constitutes an important member of the new medical

and health service system. Among them, pharmaceutical care is an important part of modern medical and health care workers, so it is particularly necessary to determine customer satisfaction with the drug service, help the pharmacy to develop marketing strategy direction, improve quality management and long-term survival ability. Satisfaction is a person's assessment of the degree to which a product or service provides consumption-related pleasure. Satisfaction refers to the emotional reactions of customers, which are used to "evaluate" products or services. Customer satisfaction affects customer loyalty and word-

of-mouth publicity, thus affecting the business strategy and interests of enterprises. Therefore, customer satisfaction is the key to a successful business (Molina, Consuegra & Esteban, 2009:262)

By 2019, Thailand has about 1,000 state hospitals and at least 15,000 pharmacies—Bangkok has more than 48,000, in addition to Boots, Watson, Fascino, Extra Plus Pharmacy, Tsuruta, LAB Pharmacy, and other large chain pharmacies, there are also many independent pharmacies, as well as the pharmacy in most supermarkets. Among them, Boots pharmacy was the first to obtain the ministry of public health in Thailand 100% certified pharmacy chains, currently in Thailand for a total of 293 Boots.

Walgreens Boots Alliance has evolved into a global leader in retail and wholesale pharmacies with over 100 years of trusted medical tradition and innovation, with its unique business success, the business in a single location

is a blend of pharmacy, retail and wholesale as well as the unique product mix, Boots not only involves the dispensing medicines, healthcare involves providing expert advice to customers, and ensure that they are in a convenient place for them to obtain the highest quality of service, the goal of the Boots is to become the first choice for health care, in a new way and real convenience for clients to provide professional quality services.

Retail pharmacies in Thailand are adapting to a highly competitive market, with domestic and foreign competitors seeking more market share. Boots needs to make sure that its business strategy is customer-centric and satisfy them. Repeat customers not only provide a steady stream of revenue but also generate positive word of mouth and new customers. Good customer satisfaction and constructive feedback can win word of mouth, improve customer retention, and achieve customer repurchase. Therefore, customer satisfaction and loyalty play a key role in the long-term development of the pharmacy sales business. For Boots to become people's first choice, it is essential to improve and maintain quality service and

customer satisfaction, which will help ensure continued growth and attract them to the business. Besides, due to the increasing number of studies on patient satisfaction in recent years, relevant review studies need to be updated to obtain a new perspective on the relationship between professional and high-quality pharmacy services and customer satisfaction.

### **Objectives**

The objective of the research is to identify the factors that affect customer's satisfaction with Boots Pharmacy and increase the company's profits, customers, and market share.

### **Scope of the Research**

The target interviewees of this study will be those who have purchased drugs in the Boots pharmacy chain in Thailand. The research is to investigate the customer's satisfaction with the Boots pharmacy in Thailand.

### **Literature Review**

#### ***Customer satisfaction***

Kotler and Armstrong (2010:33) put forward that customer satisfaction refers to generating value for clients, anticipating and managing client desires, and representing the capacity and obligation to fulfill customer needs. Customers need a satisfactory supply of goods and services. What companies need to do is meet or surpass the value expectations of their customers. To achieve customer satisfaction, it is important to identify and anticipate customer needs and to be able to satisfy them. Can quickly understand and meet customer needs, which can help enterprises to obtain greater profits (Molina, Consuegra and Esteban, 2009:260). Valdani (2009:163) finds out that there are businesses and they have clients to represent. Service quality and customer loyalty are crucial factors for customer retention and competitive advantage.

Customer satisfaction is a pleasant satisfaction reaction, while dissatisfaction is an unpleasant satisfaction reaction (Battelle, 2004:212). Satisfaction and

dissatisfaction are ends of a continuum whose positions are defined by a comparison between expectations and results. If the result of the service is as expected, the customer will be satisfied. When service quality exceeds expectations, service providers win satisfied customers (Dehghan, Zenouzi, and Albadvi, 2012:4). Dissatisfaction arises when the overall service level is considered to be below standards. Yi and La (2004:362) define customer satisfaction as two general concepts: cumulative satisfaction and transaction-specific satisfaction. Cumulative satisfaction refers to the customer's cumulative assessment of purchase experience to date. Transaction-specific satisfaction is the measure of the customer's experience and response to a specific service. Besides, customer satisfaction can also be seen as a continuous measurement of the capacity of a business to offer the benefits that customers require. Satisfaction is likely to be multidimensional and dependent on all interactions and familiarity with a specific service provider. Mainly, satisfaction is classified as the assessment of experience (Ekinci, 2004:202). Customer satisfaction is based on the cognitive and emotional assessment of the customer's personal experience of all services within the relationship. (Vibha, Ravichandran, and Jain, 2011:22).

In a word, customer satisfaction is the key to the successful operation of an enterprise and affects its business

strategy. Customer satisfaction is the intermediary between customer loyalty, relationship interests, and word of mouth publicity (Molina, Consuegra and Esteban, 2009:262). Retailers operate in a competitive climate, confronted with shifts in customer demand, demographics, technological developments, and retail ownership through mergers and acquisitions. Understanding and predicting customer satisfaction is increasingly becoming a competitive advantage in such an environment. (Theoridis and Chatzipanagiotou, 2009: 725). The aim of business operations should therefore be to satisfy the needs of customers more efficiently than rivals.

### ***SERVQUAL Model***

SERVQUAL is by far the most widely used service quality measurement tool (Dehghan, Zenouzi, and Albadvi, 2012:5). The core of customer satisfaction theory is customer expectation or prediction of actually delivered value (Parasuraman, Zeithaml, and Berry, 1993:141). This means that customer satisfaction should be measured. Carrillo, Jaramillo, and Mulki(2009:97) propose that good service quality can increase customer satisfaction, such that the SERVQUAL model provides a framework for assessing customer satisfaction with goods or services by analyzing and comparing perceptions and expectations of several different service characteristics.

Parasuraman, Zeithaml, and Berry summarized 97 factors affecting service quality into five dimensions, namely, tangibles, reliability, assurance, empathy, and responsiveness (Javadi and Gol, 2011:119). SERVQUAL consists of 22 sets of questions: one for each set is to ask customers to describe their expectations, the other to ask for their opinions. SERVQUAL was used to delete the predicted score from the perceived score and the result was used as one of the 22 measurement elements. (Zhao, Bai, and Hui, 2002:243). The model can be used three or four times a year in an organization to measure its service quality over various periods. and predict the likely response by understanding the difference between perceived and actual service. Sulieman(2013) found that the basic dimensions of the SERVQUAL model had an impact on different levels of customer satisfaction. The study suggests that we should conduct research on customer behavior, predict customer expectations, and continuously improve customer service to ensure better service delivery. The SERVQUAL model is designed specifically for service and retail companies by understanding how customers evaluate the services offered to them. Thus, plays a vital role in profitability.

### ***Marketing Mix***

Marketing is a series of measures that offer value, can be recognized by customers, can establish relationships with customers, and can bring benefits to the company. (Armstrong & Kotler, 2011). In 1965, Borden first proposed the concept of a marketing mix, which consists of 12 elements: product, pricing, promotion, planning, display, branding, distribution channels, personnel sales, packaging, physical processing, advertising, services, and fact-finding

and analysis. And then, Borden recombined these 12 elements into four elements, namely product, place, price, and Promotion, to reach the target market (Goi, 2009). The four elements of the marketing mix are interrelated and affect each other, and the marketing mix (4Ps) can affect customer satisfaction. Moreover, Bay, Petrizzi, and Gill (2008) Confirmed that when a company applies a marketing mix to its business, it will greatly boost its revenue and profits, to reach its marketing level. A clear understanding and application of marketing mix elements affect future and current customers to become loyal customers by increasing customer satisfaction. In this context, the retail pharmacy industry can use marketing mix elements to gain competitive advantages in the same industry, thus increasing profits and expanding the market share of chain pharmacies.

### ***Convenience***

Convenience is referred to as the ability to minimize non-monetary customer costs (i.e. time, energy, and effort) when buying or using products and services (Chang & Polonsky, 2012). Convenience includes location, hours of operation, speed of service, privacy, availability of medications, etc. Convenience is seen as an important prerequisite for increased customer flow, as a strategic location and longer hours of operation enable more customers to be the first choice when purchasing drugs. Convenience makes the customer feel at ease in the purchase process. The ability to provide customers with everything they want will help build an effective purchasing journey and improve customer satisfaction in the

current and long-term running time (Ahmad,



2012). Therefore, convenience has become one of the most important factors affecting customer satisfaction (Dennis et al., 2005; Kim et al., 2005).

The results from the research (Jayaprakash, Rajan and Shivam, 2009) showed that convenient location had a significant impact on overall satisfaction with pharmacy services. While Ayub and Mustafa (2017) defined that the most significant factors for customer satisfaction at retail pharmacies include convenience convenient location and price concessions and discounts. Sholihatand Thavorncharoensap (2014) found that customer satisfaction with community pharmacy was mainly reflected in two aspects: convenience and pharmacists. Moreover, the research (Shaharuddin, Zamaludin, Hashim, Ha, di and Ming, 2015) indicated that the primary criteria for selecting a pharmacy were the convenient location. Hence, the factors influencing the satisfaction of customers to the pharmacy include convenience.

### **Price**

Price refers to the amount of payment or compensation received by one party to another in exchange for one unit of goods or services (Schindler & Robert M., 2012). Prices are influenced by both the cost of production and the demand for the product. Prices can be set by a monopolist or can be influenced by market conditions. From the customer's point of view, customers do not necessarily buy the best quality products or services, but by the products or services that give them the best happiness

or health. From the perspective of possible demand, customer satisfaction comes from the price and the inherent consistency of the goods. (Esaki, 2013). Quelch and Klein (1996) found that the Internet was easy to search and compare different prices, which would lead to price wars. Therefore, when comparing the two sellers, customers will choose to buy cheaper products. Therefore, enterprises should cater to customers' perception of price by providing reasonable, attractive, and low prices on the premise of not reducing quality, to exceed their expectations of products and improve customer satisfaction (Malik et al., 2012).

The results of previous studies explained that price is the main influencing factor when customers make a purchasing decision. And Ayub and Mustafa (2017) defined that the most significant considerations for customer satisfaction with retail pharmacies include convenient location and price concessions and discounts. Moreover, the results from the research (Keeratibumrunghong, 2016) showed that the factors of price and promotion have a great impact on customer satisfaction. The pharmacy owners should compare prices with other stores and launch new promotions to attract customers. Moreover, Bonnal (2014) found that in terms of product quality and price, it is the most basic satisfaction for Bulgarian pharmacy customers. Therefore, the price factor is an important factor to measure customer satisfaction with the pharmacy **Product Quality**

Product quality means integrating features that can fulfill customer expectations and to satisfy customers by developing goods and making them free from any deficiencies or defects. (Dr. Joseph Juran, 2013). From the customer's perspective, quality can be described as a perceived quality based on the customer's judgment on the superiority or excellence of the product. (Zeithaml, 1988). Companies should focus first on the products they sell and their impact on customer satisfaction, and then on their profits. Moreover, in the long run, the relationship between product quality and customer satisfaction positively affects the profitability of enterprises through the purchase of high-quality products by customers (Cooil, 2007). The above definition shows that the degree to which requirements of customers over are met determines customer satisfaction, and the degree to which requirements of the customer are met becomes product quality's degree. Every pharmacy should therefore strive to achieve its products' best quality level to meet the expectations of customers. Based on the brand reputation of cooperative drug suppliers, drug quality supervision, including regular channel purchase, strict control of storage conditions, drug expiration period management, as well as maintaining the diversity of drug types, can meet the needs of most customers.

The results from the research (Sholihat and Thavorncharoensap, 2014) found that significant relationships between customer satisfaction and the product quality and convenient location of pharmacies. While Adat (2013)

mentioned that Pharmacies should increase customer satisfaction by stocking high-quality products and service quality. Moreover, Bonnal(2014) found that in terms of product quality and price, it is the most basic satisfaction for Bulgarian pharmacy customers. Thereby, the factors influencing the satisfaction of customers to the pharmacy include product quality.

### ***Service Quality***

Service quality refers to the degree of being able to meet the customers' expectations and to determine their needs and wants (Edvardsson, 1998). Chin (2010:32) defines the quality of service broadly as a global decision or mindset referring to the superiority or excellence of service. Service quality is defined as the comparison of perceived expectations and perceived performance. Parasuraman et al., (1988). Service quality affects customers at different levels through tangible, reliability, responsiveness, assurance, empathy, and other factors. Parasuraman, Zeithaml,

and Berry(1988:17)

identified the perceived quality of services as the degree and direction of difference between customer perception and expectation, and defined service quality as providing excellent or excellent services related to customer expectation. Service quality is the concept for services products but this study was applied to retail pharmacy stores which both the products and services, So the Service quality will be applied as one indicator toward customer satisfaction. From the above description of service quality, it can be inferred that the quality of the service is the customer's estimation of the

extent to which the

service meets their standards. with retail pharmacies. This means that pharmacies must strive to be efficient and able to provide competitive services to meet customer satisfaction and customer value perception, to maintain long-term loyalty, and bring long-term benefits to the enterprise.

The results from the research (Wirth, Tabone, Azzopardi, Gauci, Adami, and Inglott, 2018) indicated that the customers prefer satisfaction with the professional services provided by pharmacists in pharmacies. Another research by Mináriková, Malovecká and Foltán (2014) showed that Meeting customers' expectations on the service quality of pharmacists will help improve customer satisfaction and eventually impact the operation of community pharmacies and healthcare systems. Also, Guhl, Blankart, and Stargardt(2019) claimed that customer satisfaction is positively correlated with the

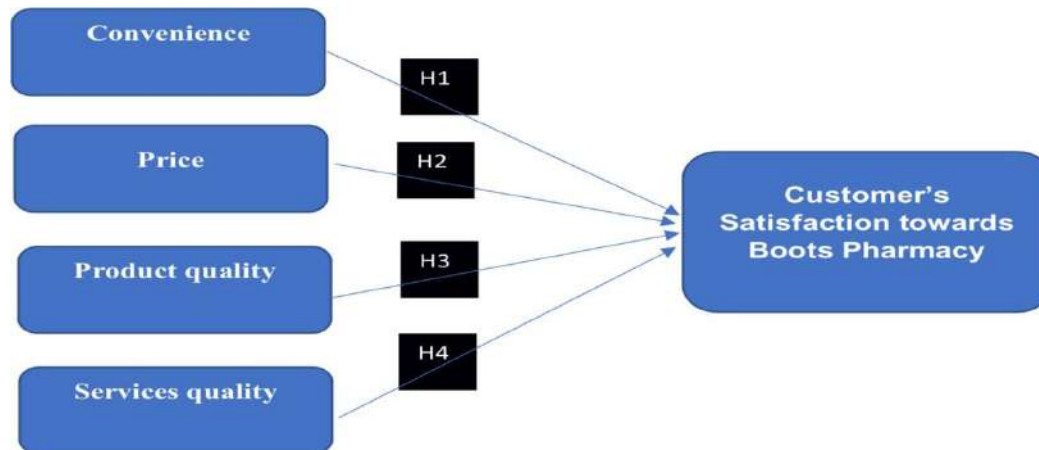
professional service provided by pharmacists, which can effectively improve pharmacy participation and customer loyalty. Moreover, the research by Saini and Armour (2009) indicated that customer satisfaction is related to the quality of comprehensive service, intervention service, and cognitive service of pharmacy. as the same of the research by Bastos (2008) found that the evidence in the study shows that Service quality influences satisfaction, while satisfaction significantly influences positive behavioral intention. while Tien(2019) indicated that the empirical results show that professional and high-quality service of pharmacists will significantly affect customer satisfaction and trust, and thus affect customer loyalty to pharmacies. Therefore, it is proved that the factors of service quality have a great impact on customer satisfaction, and pharmacies should pay more attention to the professionalism and humanization of services

Boots Pharmacy

### **Research Framework**

The conceptual framework of the factors affecting on customer's satisfaction towards

**Figure 1: The Research Framework**



### Research Hypotheses

A hypothesis is the researcher's presumption about the association between two or more variables. There are four hypotheses which are developed from the above conceptual framework and the objectives of this study are as follows:

H1o: Convenience does not impact on Customer's Satisfaction towards Boots Pharmacy in Thailand

H1a: Convenience impacts on Customer's Satisfaction towards Boots Pharmacy in Thailand

H2o: Price does not impact on Customer's Satisfaction towards Boots Pharmacy in Thailand

H2a: Price impacts on Customer's Satisfaction towards Boots Pharmacy in Thailand

H3o: Product quality does not impact on Customer's Satisfaction towards Boots Pharmacy in Thailand

H3a: Product quality impacts on Customer's Satisfaction towards Boots Pharmacy in Thailand

H4o: Service quality does not impact on Customer's Satisfaction towards Boots Pharmacy in Thailand

H4a: Service quality impacts on Customer's Satisfaction towards Boots Pharmacy in Thailand

### Research Methodology

In this study, non-probability sampling was used to study the satisfaction degree of Thai customers to Boots Pharmacy. Convenience sampling is a form of non-probability sampling. Zikmund (2003) explores "convenience sampling is the procedure used by the investigator to collect information to units or individuals around him who are most helpful and accessible". Data can be obtained quickly by sampling 400 respondents who have purchased medicine in Boots Pharmacy in Thailand.

Also, quantitative methods are used to collect first-hand data. Firstly, the researcher developed a questionnaire, in the form of a Google questionnaire, and then distributed it through the LINE and WeChat group for an online survey. In this study, a five-point Likert scale was used to measure the survey. The scale ranged from very disagree to very agree: very disagree = 1, disagree = 2, neutral = 3, agree = 4, strongly agree = 5. Cronbach's Alpha was used for the SPSS reliability test. Secondly, the demographic data of the respondents are analyzed and interpreted through descriptive analysis. Thirdly, correlation analysis is used to study the causal relationship between dependent variables and independent variables and infer statistics. Correlation analysis of two

hypotheses and multiple linear regression were used to determine whether independent variables had a statistically significant effect on dependent variables. Besides, this study used

secondary data studies to support a large amount of evidence

Variables	Number of Item	Cronbach's Alpha	Reliability
<b>Dependent Variable</b>			
Customer's satisfaction of Boots Pharmacy in Thailand	4	0.911	Excellent
<b>Independent Variables</b>			
Convenience	4	0.903	Excellent
Price	4	0.855	Good
Product Quality	4	0.935	Excellent
Service Quality	4	0.912	Excellent
All Variables	16	0.957	Excellent

### The Results of Reliability

**Table 1:** The value of the reliability analysis

From table 1, the result showed that the pretest analysis in each variable which consist of Customer's satisfaction of Boots Pharmacy in Thailand, Convenience, Price, Product Quality, and Service Quality. Cronbach's Alpha was used to check the reliability of each variable before collecting the real 400 respondents. Therefore, the 30 samples are to collect data for prediction tests, identify errors, and assess the scale of questionnaire quality. The reliability test for each variable consists of 4 questions, testing a total of 20 questions. The relationship and significance of all variables in this study Cronbach's Alpha exceeded 0.8, which makes it acceptable, and in fact, they are acceptable excellent measures due to their range of 0.7 to 0.9 (Jiradilok, Malisuwan, Madan, & Sivaraks, 2014). Therefore, a thorough investigation of these factors is reliable.

### Results of the Study

The collected samples consist of 65.50% (262) of females that is the highest percentage and 34.50% (138) of males. In terms of education level, 56.5% (226) of

the respondents have a bachelor's degree, 26% (104) has a master's degree or higher, and 17.5% (70) have a high school degree or lower.

From the result, 117 respondents (29.3%) had a monthly individual income of 15,001-30,000 baht, followed by 107 (26.8%) respondents with 30,001-50,000 baht a month. The monthly income of 83 respondents (20.8%) was Less than 15,000 Baht and 71 respondents (17.8%) was 50,001-100,000 baht. The lowest proportion of respondents with a monthly income of More than 100,000 Baht was 22 (5.5%).

Then, according to the statistics of the frequency of visiting Boots pharmacy, most of the customers visit Boots Pharmacy 1-3 times a year, 110 respondents (27.5%), and 4-6 times a year, 105 respondents (26.3%), followed by 75 respondents (18.8%) of the customers 7-9 times a year, 57 respondents (14.2%) and 53 respondents (13.2%) for those less than once a year and more than 10 times a year. In this study, multiple linear regression (MLR) was used to analyze the causal relationship between independent variables and dependent variables. The independent variable is convenience,

price, product quality, and service quality, while the dependent variable is customer's





satisfaction towards Boots Pharmacy.

**Table 2:** Model Summary from Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.803 <sup>a</sup>	0.645	0.642	0.52404	0.645	179.283	4	394	0.000
a. Predictors: (Constant), Service quality, Product quality, Price, Convenience									

Based on table 2, the R at .80 was a positive correlation. If calculating the strength of the relationship (R Square), it was equal to .64. The adjusted R-

square's value was equal to 0.64 which means 64% of customers' satisfaction was influenced by service quality, product quality, price, and convenience.

**Table 3: Hypotheses Testing Result**

Hypothesis	Significant value	Standardized Coefficients	Result
		Beta	
H1o: Convenience does not impact on Customer's Satisfaction towards Boots Pharmacy in Thailand	0.000	0.385	Rejected
H2o: Price does not impact on Customer's Satisfaction towards Boots Pharmacy in Thailand	0.001	0.121	Rejected
H3o: Product quality does not impact on Customer's Satisfaction towards Boots Pharmacy in Thailand	0.000	0.292	Rejected
H4o: Service quality does not impact on Customer's Satisfaction towards Boots Pharmacy in Thailand	0.000	0.168	Rejected
<i>Note: Significant-value &lt; 0.05</i>			

According to the result, the researcher found that the significant values of the four variables were all less than 0.05, indicating that convenience, price, product quality, and service quality all had statistically significant effects on customer's satisfaction with Boots Pharmacy.

## Conclusion

The basic aim of this research is to identify factors that affect customer satisfaction with Boots Pharmacy. and increase the company's profits, customers, and market share. The SERVQUAL model has been related to customer's satisfaction towards Boots Pharmacy. Similar to the previous review, referring to the result that there was convenience, price, product quality, and service quality that had led to customer's satisfaction towards Boots Pharmacy.

From the analysis of the research results, it can be seen that convenience is the most significant factor affecting customer satisfaction at Boots Pharmacy. The distance traveled, the convenience of parking, and the hours of business are all factors to consider. However, this study does not further explore consumers' understanding of the convenience of geographical location, such as in their communities, shopping centers, or hospitals. Analysis of previous studies has also been supported by the corresponding conclusions. The research by Ayub and Mustafa (2017) which defined that the most significant considerations for customer satisfaction in retail pharmacies include convenience location. as well as the research by Sholihat and Thavorncharoensap (2014)

which shows customer satisfaction with community pharmacy was mainly reflected in convenience. Moreover, the research (Shaharuddin, Zamaludin, Hashim, Hadi, and Ming, 2015) suggested that the primary criteria for selecting a pharmacy were the convenient location.

Interestingly, the research shows that the price of a product ranks last among the four variables; It shows that people are willing to spend more

money to get better and faster remission of diseases. However, on the premise of ensuring product quality, reducing product price, and improving cost performance through promotional activities will still improve customer satisfaction. The result can support the previous research of (Keeratibumrungphong, 2016) which proved that the factors of price and promotion have a great impact on customer satisfaction. And it is also consistent with Ayub and Mustafa (2017) whose study found that price promotion was positively correlated with customers' satisfaction with retail pharmacies. Moreover, Bonnal (2014) found that in terms of price, it is the most basic satisfaction for Bulgarian pharmacy customers.

According to the analysis of the research results, product quality is regarded as a very important factor affecting customer satisfaction. In the customer's mind, pharmacy and pharmaceutical manufacturers brands also indirectly reflected the product quality assurance, because the drug is about life and health, so, first of all, make sure you buy medicine is standard, effective and high safety. The result supports the previous researchers such as Adat (2013) found that Pharmacies should increase customer satisfaction by stocking high-quality products. And it is also consistent with Sholihat and Thavorncharoensap (2014) found that significant relationships between customer satisfaction and product quality. Moreover, Bonnal (2014) found that product quality is the most basic satisfaction for Bulgarian pharmacy customers.

The operation of drugstores is a service industry, so as shown by the analysis results of this study, service quality is one of the factors affecting customer satisfaction. Customer satisfaction on the service quality of drugstores is not only based on the professional ability of pharmacists but also depends on the communication skills of pharmacists. And the care and patient service shown by the staff will also create a positive word of mouth for the pharmacy, thus increasing customer loyalty. the research supports the previous researchers by Saini and Armour (2009) indicated that customer satisfaction is linked to the quality of comprehensive service, intervention service, and cognitive service of pharmacy. Also, Guhl, Blankart, and Stargardt (2019)

claimed that customer satisfaction is positively correlated with the professional service provided by pharmacists, which can effectively improve pharmacy participation and customer loyalty. Moreover, the results from the research (Wirth, Tabone, Azzopardi, Gauci, Adami, and Inglott, 2018) indicated that the customers prefer satisfaction with the professional services provided by pharmacists in pharmacies.

### Recommendation

The results of this study will help Boots Pharmacy to identify the factors that affect customer satisfaction, and help them develop new strategies that are suitable for customers, improve their competitiveness, and win more customers and market share in the highly competitive retail pharmacy market in Thailand, thus bringing more profits. It was found that convenience, price, product quality, and service quality all affected customer's satisfaction with Boots Pharmacy.

Therefore, the first factor to be considered is convenience, which can be optimized in many aspects. First of all, the site selection for new pharmacies must be easy to reach, have good parking facilities, and have convenient business hours, to minimize the consumption of customers' time and energy in the purchasing process. The second is to ensure that pharmacies sell a complete variety of drugs, variety, convenient for patients to buy the drugs they need for the first time, reduce the customer turnover rate. Thirdly, the layout of drugstore should be improved. Drug classification should be clear and reasonable so that customers can quickly find the drugs they need. Finally, simplify the payment process and increase convenience.

The second factor is product quality. Drugs are special products for curing diseases and saving lives. Therefore, customers are particularly concerned about the quality and safety of the drugs they buy and tend to buy them from pharmacies with guaranteed quality. Therefore, Boots Pharmacy should pay

attention to drug quality supervision, including: cooperate with brand pharmaceutical companies

with guaranteed quality, strengthen safe storage management, prevent contamination of drug inventory, make sure the drug has a good expiration date, and the integrity of drug packaging. Increase customer trust and enhance the brand value.

The third factor is service quality. Boots Pharmacy should focus on delivering professional customer support to build a better customer experience by providing different and creative medical services to motivate customers to choose their pharmacy. Especially drugstore pharmacist brings customers to buy medicine professional guidance service is especially important, therefore, Boots

Pharmacy should invest more in the recruitment of trained pharmacists able to provide excellent pharmaceutical care; to them regularly in the field of medicine and customer service training, reward and promotion incentive to better service for customers, followed by all staff concern for customer inquiries, patient answer, and humanized service is needed to optimize the dimension.

The fourth factor that needs to be paid attention to is the price. The price of Boots Pharmacy needs to be improved to some extent, such as adjusting the product price, increasing promotional activities for members, and improving the cost performance, to make Boots more competitive with other retail pharmacies.

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