RESEARCH ARTICLE

Strategic model for Quality Development of Communication Service Shop based on Demand Chain Management

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Abstract

This study aimed to find out the components of a model and to propose a management model for quality development of communication service shop. It is based on the demand chain management expectations that a retail manager will be able to use as a strategic guideline to manage staff and shops. The research procedure consisted of 4 steps: 1) Seek for the demand of customer and staffs to define independent variables of the components. 2) Verify all components and create the model. 3) Strategy test by experimental group. 4) Efficiency confirmation of the model. The respondents were customers and staffs in Thailand's convergence technology based company. 1) 422 customers at 12 communication service shops in 9 provinces. 2) 110 staffs at 13 qualified communication service shops, in 13 provinces. 3) 25 staffs at 4 communication service shops in 3 provinces as experimental group. The research instruments were document analysis, questionnaires and semi-structured in-depth interview with retail manager, academicians and public sector experts, and customers. Statistics used are content analysis, Exploratory Factor Analysis: Principal Component Analysis, frequency (f), percentage (%), mean ($\bar{x}$) standard deviation (S.D.) and t-dependent test.

Seven main components were found: 1) Performance as a professional retail manager. 2) Focus on the staff and shops' competency. 3) Implement learning organization concepts in shops. 4) Focus on the staff's service. 5) Implement the concept of Corporate Social Responsibility (CSR) in the shops. 6) Manage the service space. 7) Ensure shop decoration is based on utilization. After 3 months strategy test at experimental group, staff at four shops performed their works better, and of the **seven** components, staffs rated that they can perform

better in **six** of them: 1) Performance as a professional retail manager. (4.44±0.36)2) Focus on the staff and shops' competency. (4.24±0.38)4) Focus on the staff's service. (4.46±0.38) 5) Implement the concept of Corporate Social Responsibility (CSR) in the shops. (4.05±0.46) and 7) Ensure shop decoration is based on utilization. (4.16±0.45) The pre-test and post-test result of those five components were statistically different at 0.05 level of significance ($P \leq 0.05$), while it was statistically different at 0.01 level of significance ($P \leq 0.01$) in 6) Manage the service space. (3.74±0.51).The mean score of overall customer satisfaction before experiment is 4.42. Two from three months after the experiment, the mean score is higher in one from four shops, Chachoengsao. The mean score of those two months are (4.67 ± 0.56) and (4.69 ± 0.52), statically significant at($P \leq 0.05$.)

Keywords: Strategic Model, communication service shop, quality, demand chain management

บทความวิจัย

โมเดลเชิงยุทธศาสตร์สำหรับการพัฒนาร้านค้าธุรกิจบริการสื่อสารที่มีคุณภาพโดยอิงหลักการจัดการห่วงโซ่อุปสงค์

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บทคัดย่อ

การวิจัยในครั้งนี้มีวัตถุประสงค์เพื่อค้นหาองค์ประกอบของโมเดลเชิงยุทธศาสตร์สำหรับการพัฒนาร้านค้าธุรกิจบริการสื่อสารที่มีคุณภาพโดยอิงหลักการจัดการห่วงโซ่อุปสงค์และนำเสนอให้ผู้จัดการใช้บริหารร้านโดยมุ่งให้เกิดการปฏิบัติที่ตอบสนองความต้องการของทั้งลูกค้า องค์กร รวมถึงพนักงาน วิธีการดำเนินการวิจัยประกอบด้วย 4 ขั้นตอน 1) ค้นหาอุปสงค์เพื่อนำมาสร้างเป็นตัวแปรเพื่อค้นหาองค์ประกอบ 2) ค้นหาองค์ประกอบและวิเคราะห์องค์ประกอบของการบริหารร้านค้าธุรกิจบริการสื่อสารที่มีคุณภาพโดยอิงหลักการจัดการห่วงโซ่อุปสงค์ 3) ดำเนินการทดลองใช้โมเดลเชิงยุทธศาสตร์ที่ได้พัฒนาขึ้นในการบริหารร้านสาขากลุ่มทดลอง และ4) ตรวจสอบเพื่อยืนยันประสิทธิภาพของโมเดล กลุ่มตัวอย่างและผู้ให้ข้อมูลคือ 1) ลูกค้า 422 คน ที่ใช้บริการที่ร้านค้าธุรกิจบริการสื่อสารที่มีผลคะแนนไม่ผ่านเกณฑ์มาตรฐานของบริษัท 12 สาขา 9 จังหวัด 2) พนักงานประจำทุกคนในร้านจำนวน 110 คนที่ปฏิบัติงานในร้านที่มีผลคะแนนความพึงพอใจของลูกค่าที่ผ่านเกณฑ์มาตรฐานของบริษัทจำนวน 13 ร้าน 13 จังหวัด และ 3) พนักงานประจำจำนวน 25 คน ในร้านที่เป็นกลุ่มทดลอง 4 ร้านใน 3 จังหวัด เครื่องมือและวิธีการวิเคราะห์ข้อมูล คือ การวิเคราะห์เอกสาร การสัมภาษณ์เชิงลึกแบบกึ่งโครงสร้าง และการสำรวจด้วยแบบสอบถาม สถิติที่ใช้ในการวิเคราะห์ข้อมูลได้แก่ การวิเคราะห์เนื้อหา (Content Analysis) การวิเคราะห์องค์ประกอบ (Exploratory Factor Analysis) ด้วยวิธีสกัดปัจจัยหลัก (Principal Component Analysis) ค่าความถี่ (Frequency) ร้อยละ (Percentage) ค่าเฉลี่ย ($\overline{x}$) ส่วนเบี่ยงเบนมาตรฐาน (S.D) และการทดสอบที (t-dependent)

จากผลการวิจัยพบว่าองค์ประกอบของโมเดลเชิงยุทธศาสตร์สำหรับการพัฒนาร้านค้าธุรกิจบริการสื่อสารที่มีคุณภาพโดยอิงหลักการจัดการห่วงโซ่อุปสงค์ประกอบด้วย 7 องค์ประกอบ ได้แก่ 1) การบริหารร้านด้วยการเป็นผู้จัดการแบบมืออาชีพ 2) การบริหารร้านที่มุ่งเน้นขีดความสามารถ 3) การบริหารให้เป็นองค์กรแห่งการเรียนรู้ 4) การบริหารการบริการของพนักงาน 5) การบริหารแนวความคิดรับผิดชอบต่อสังคม 6) การบริหารพื้นที่ให้บริการ 7) การบริหารการตกแต่งร้านโดยมุ่งประโยชน์ และจากการทดลองให้

ผู้จัดการร้านใช้โมเดลเชิงยุทธศาสตร์ที่ร้านกลุ่มทดลองในการบริหารร้าน เป็นเวลา 3 เดือน พบว่าพนักงานมีการปฏิบัติที่แตกต่างไปจากเดิม 6 องค์ประกอบจากทั้งหมด 7 องค์ประกอบคือ 1) การบริหารร้านด้วยการเป็นผู้จัดการแบบมืออาชีพ (4.44±0.36) 2) การบริหารร้านที่มุ่งเน้นขีดความสามารถ (4.24±0.38) 4) การบริหารการบริการของพนักงาน(4.46±0.38) 5) การบริหารแนวความคิดรับผิดชอบต่อสังคม (4.05±0.46) 7) การบริหารการตกแต่งร้านโดยมุ่งประโยชน์ (4.16±0.45) อย่างมีนัยสำคัญทางสถิติ $P \leq 0.05$ และ 6) การบริหารพื้นที่ให้บริการ (3.74±0.51) อย่างมีนัยสำคัญทางสถิติที่ $P \leq 0.01$ และส่งผลให้ความพึงพอใจของลูกค้าโดยเฉลี่ยรวมสูงขึ้น 2 เดือนจาก 3 เดือน ใน 1 สาขา คือสาขาฉะเชิงเทรา โดยค่าคะแนนเฉลี่ยความพึงพอใจโดยรวมก่อนทำการทดลองคือ 4.42 ซึ่งคะแนนหลังทดลองผ่านไปแล้วในเดือนที่หนึ่งมีค่าเท่ากับ (4.67 ± 0.56) และในเดือนที่สองมีค่าเท่ากับ (4.69 ± 0.52) อย่างมีนัยสำคัญทางสถิติที่ $P \leq 0.05$

คำสำคัญ โมเดลเชิงยุทธศาสตร์ร้านค้าธุรกิจบริการสื่อสาร คุณภาพการจัดการห่วงโซ่อุปสงค์

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Introduction

The stakeholder of the development of Information and Communications Technology (ICT) of Thailand analyzed the strengths and weaknesses (SWOT) of ICT in Thailand. The strengths are: a clear policy to promote ICT, more specialists with knowledge and skills in ICT, and an evenly spread infrastructure. This is supplemented by external factors; the expansion of the market, the convergence of technologies, and the trend for increased business over the internet. All of these increase the number choices for the customers. The weaknesses are: the need of urgent improvement in both quantity and quality, together with the need to develop national ICT management (National ICT governance). These two issues are indentified as fundamental factors of development. (Ministry of Information and Communication Technology (ICT), 2011)

Here is Thailand's convergence technology based company that delivered integrated communication services and solutions. The aim of the company is to deliver their products and services to meet customer satisfaction. There are a variety of the communication services and complications with the internal process. The point of sales and services of the company is the retail shops.The retail managers are the key people to manage staff and the shop to meet the company's policy and to deliver good customer experience to achieve customer satisfaction. Managers manage shop with their own style to meet company's policy and targets. It seems that they had already focused on the supply chain based management, but some shops still fail to meet their target. Currently, many shops need to improve operation and service in order to pass the standard score of customer satisfaction. Those score are very important as it reflects how the shop delivers the service to customer. To get customer satisfaction, it needs to fulfill the demand of the customer. It needs to find the component of the demand driven strategic model for those managers to use as a management model for quality development in their communication service shop.

Research methodology

The research procedure consisted of 4 steps. Process, sample (n), research instrument and statistics use are also described in Table 1.

Table 1 Research Methodology

Procedure	Process	Sample (n)	Research instrument and statistics used
1. Seek for the demand of customer and staffs to define in dependent variables.	- Studied the secondary data concerned with principles and theories	-	- Content analysis
	- Brainstormed with staff to determine the current issues according to the need of organization that is to get satisfaction from customer.	-Shop staffs in Chonburi.	- Frequency (f), and percentage (%),Content Analysis
	- Survey the needs of the customer and staff in order to find the components (variables) of the management model.	- 422 customers at 12 shops in 9 provinces. (Customer satisfaction score is below the threshold.) (n=422)	- Questionnaires - Frequency (f), mean ($\bar{x}$), percentage (%) standard deviation(S.D)
		-12 staffs from those 12 shops (one staff per one shop)(n=12)	- Unstructured interview with 12 staffs. - Content analysis

Table 1 (continued)

Procedure	Process	Sample (n)	Research instrument and statistics used
2. Find out the components, extract principal component, verify and develop the model.	- The Questionnaires were designed based on the result from procedure and 63 variables were set to find the effective operations from the qualifying shops. (This was based on the standard customers satisfaction score rated by customer surveys by the company.) - Analyzed data and extracted the principal component in order to develop the model.	- 110 staffs at 13 shops in 13 provinces (customer satisfaction score is above the threshold.) were asked to fill up the questionnaire to find for the component.(n=110) -	- Questionnaires -Exploratory Factor Analysis: Principal Content Analysis (EFA: PCA), (“Factor Analysis”. 2011 : Online)
3. Strategic model test with experimental group.	- Transferred model to managers and senior staffs at 4 shops: to transfer strategy in order that they will use it to manage their shop in three months. The treatments were :	- 4 managers and 4 senior staffs from four shops in three provinces.(n=8):2 shops from Chonburi, 1 shop from Rayong and 1 shop from	

Table 1 (continued)

Procedure	Process	Sample (n)	Research instrument and statistics used
	1) Informed the details of the model (Seven components :51 variables) and 2) Set criteria with those managers to turn each variable in to operation in order to evaluate model and control manager to use the model as a guideline to manage shop.	Chachoengsao.	- Workshop - Criteria: checklist
	- Pre- test with staffs to check the existing operation and staff satisfaction at shop. 25 staffs in those shops were asked to fill in the questionnaire to check the existing operation.	- 25 staffs at 4 communication service shops in 3 provinces as experimental group. (n=25)	- Questionnaire. - Frequency (f), percentage (%), average ($\bar{x}$) and standard deviation (SD)and t-dependent test
	- Post-test after manager implement the model at shop for 3 months to compare if the operation and staffs satisfaction was better.	- 25 staffs at 4 communication service shops in 3 provinces as experimental group. (n=25)	- Questionnaire. - Frequency (f), percentage (%), average ($\bar{x}$), standard deviation (SD)and t-dependent test

Table 1 (continued)

Procedure	Process	Sample (n)	Research instrument and statistics used
4. Reassured effectiveness of the strategic model.	- Analyzed result of Customer Satisfaction Score (conducted by company).	- Customer at 4 shops(experimental group)	- Questionnaire - Frequency (f), percentage (%), average ($\overline{x}$), standard deviation (SD)and t-dependent test
	- The efficiency of the model was proved by conducting in-depth interviews with three groups of concerned people:	- Four managers in the experimental groups, five experts from four leading companies in Thailand, and five customers from five provinces.	- Semi structured in-depth interview. - Content Analysis and percentage (%))

Result of the research

Procedure1 Seek for the demand of customers and staffs to define independent variable.

Staffs' demands

Nine needs were found from 12 staffs tally from 12 shops described below:

1. All staffs in all departments should carefully follow up customer requirement and feedback to shop.

2. All staffs in shop should carefully solve problem for customer, otherwise customer will came back to complain.

3. Consistency for information that communicated to shop staffs.

4. All staffs in all departments think of after sale service, not only sale target.

5. Suitable waiting area and space for customer.

6. Shop space management to reduce pressure in peak period that crowded with customer.

7. Brochure and leaflet in English version should be provided for shop that surrounded by foreigners.

8. Closed support from supervisor for after sales service staffs.

9. Space management based on shop context.

Customers' demands

Four main findings from the 422 customers were:

1. Priority ranking for managing retail shops in order to improve shop services. First, the need for good care and attention from shop staff (36.02%); second, the need for good product knowledge from staff (32.94%); third, the need for good management from the retail manager (26.78%); fourth, the need for a suitable shop size and space (46.45%); and finally, the need for a suitable shop location (57.82%).

2. Factors that customer needs and might dissatisfied if their needs were not fulfilled by the staff or the shop's services. First, the need for a speedy service (customer waiting time management) (26.54%); second, the need for simple steps in the service, or reduce complication of the service steps (24.17%); third, the need for better staff expertise (22.51%); fourth, the need for caring staff (16.35%); fifth, the need for the correct service or staff paying attention to what the customer really need (12.56%); sixth, the need for courtesy or politeness of the staff (21.56%), and finally, the need for a good atmosphere in the shop (33.89%).

3. The customer' demands for immediate service improvement from **staff** were the speed of service (43.13%), staff expertise (27.49%) and staff care and attention to customer (27.25%).

4. The customer's demands of immediate service improvement from **shop** were improvement in the waiting area or adequate seating and chairs during peak time (48.10%), the need to improve the size and space in a shop (28.67%) and improvements in shop decoration (22.99%)

Procedure 2: Find out the components, extract principal component and develop the model. The survey results from the 110 shop staffs, showed there were 51 variables from 63 variables extracted by Exploratory Factor Analysis: Principal Content Analysis. ("Factor Analysis". 2011: Online) All seven components are described in Table 2 to 8.

Component 1: The performance of a professional retail manager based on the principle of demand chain management. This component consisted of nine variables with a factor loading value from 0.65 to 0.82. Eigen value was equal to 20.076 and the percentage of variance was equal to 31.866. (See Table 2)

Table 2 Performance of a professional retail manager based on the principal of demand chain management.

Variable No.	Variables	Factor Loading
15	Build up an organizational culture.	0.82
4	Build awareness of shared responsibility.	0.82
10	Ensure an end to end process of day to day operation of shop.	0.82
11	Being the role model for shop staff.	0.77
12	Build up the cooperation with the people both inside and outside the shop.	0.76
13	Being the leader base on the company's vision.	0.76
17	Being a proactive manager and taking close care of the shop's staff.	0.71
9	Being the person who can encourages staff expectations.	0.66
7	Being the person based on good morality.	0.65
Eigen values		20.076
Percentage Variance		31.866

Component 2: Managing the staff and shop competency based on demand chain management. This component consisted of 11 variables with a factor loading value ranging from 0.43 to 0.76.Eigen value was equal to 5.009 and the percentage variance was equal to 7.950. (See Table 3)

Table 3 Managing the staff and shop competency based on demand chain management.

Variable No.	Variables	Factor Loading
35	Ensuring shop staff expresses their own abilities.	0.76
30	Defining a clear scope of work and its criteria and let the staff know and understand.	0.73
32	Promote outstanding staff performance.	0.72
25	Create motivation for staff to perform well and let them know the criteria.	0.69
39	Adopt an evaluation result from a 3rd party to develop and improve the shop.	0.66
37	Give staff a chance to participate in and share ideas to improve shop.	0.56
49	Develop the shop to be a learning organization.	0.51
23	Staff participation in shop service development.	0.51
36	Adopting a company vision and building up the shared vision for the shop.	0.50
26	Using the customer as a source of knowledge to improve the quality of service.	0.45
21	Manage staff to participate in developing and improving shop.	0.43
Eigen values		5.009
Percentage Variance		7.950

Component 3: Managing shop to be a learning organization, based on demand chain management. This component consisted of 11 variables with a factor loading value ranging from 0.50 to 0.73. The Eigen value was equal to 3.516 and the percentage variance was equal to 5.582. (See Table 4)

Table 4 Managing the shop to be a learning organization, based on demand chain management.

Variable No.	Variables	Factor Loading
52	Encourage staff to share and exchange experiences with the experts.	0.73
42	Set a methodology to track staff's activities and let them know the criteria.	0.73
41	Use technology to meet the learning needs of the staff.	0.70
56	Encourage other parties to help manage staff's learning.	0.70
50	Ensure that staff receives training on a regular basis.	0.69
58	Have the knowledge network with other shops or branches.	0.61
40	Encourage and build staff to be the learning people.	0.60
48	Have the knowledge, resources and tools, for staff in the shop.	0.57
43	Adopt principals and theories as guideline for staff's learning.	0.57
45	Always update evaluation criteria.	0.55
31	Periodically conduct shop's self evaluation.	0.50
Eigen values		3.516
Percentage Variance		5.582

Component 4: Managing staff services based on demand chain management. This component consisted of eight variables with a factor loading value ranging from 0.48 to 0.69. An Eigen value was equal to 3.022 and the percentage variance was equal to 4.797. (See Table 5)

Table 5 Managing staff services based on demand chain management.

Variable No.	Variables	Factor Loading
5	Manage staff to follow customer requirement even if it takes a long time.	0.69
3	Manage staff to serve customer with a good care.	0.66
28	Manage staff not to reject customer, even if it is hard to find a solution.	0.66
2	Manage staff to serve customers with courtesy and friendliness.	0.60
19	Manage staff to prepare stock in advance.	0.58

Variable No.	Variables	Factor Loading
24	Manage staff to regularly seek information for day to day operation.	0.55
22	Make customer complaints a guide line for day to day operation.	0.52
14	Share customer complaints and solutions with all staff in the shops for learning.	0.48
Eigen Values		3.022
Percentage Variance		4.797

Component 5: Managing the concept of Corporate Social Responsibility (CSR) based on demand chain management. This component consisted of five variables with a factor loading value ranging from 0.78 to 0.89. An Eigen value was equal to 2.592 and the percentage variance was equal to 4.114. (See Table 6)

Table 6 Managing the concept of Corporate Social Responsibility (CSR), based on demand chain management.

Variable No.	Variables	Factor Loading
57	Manage and encourage customers to participate in social responsibility.	0.89
55	Manage staff to participate in delivering the CSR activities to customer.	0.87
59	Implement CSR as strategies for sales and services.	0.84
44	Ensure staff know and understand the real concept of CSR.	0.79
46	Establish the participation of CSR to the staff.	0.78
Eigen values		2.592
Percentage Variance		4.114

Component 6: Space management based on demand chain management. This component consisted of four variables with a factor loading value ranging from 0.56 to 0.83. The Eigen value was equal to 1.788 and the percentage variance was equal to 2.838. (See Table 7)

Table 7 Space management based on demand chain management.

Variable No.	Variables	Factor Loading
62	Preparation of the customer waiting area (seat or chair).	0.83
63	Prepare multi-purpose chairs to use in a small shop.	0.78
61	Manage the space to match the customers.	0.78
53	Ensure the availability of products and goods for customers.	0.56
Eigen Values		1.788
Percentage variance		2.838

Component 7: The management of shop decoration based on the utilization in demand chain management. This component consisted of tree variables with a factor loading value ranging from 0.64 to 0.85. The Eigen value was equal to 1.734 and the percentage variance was equal to 2.753. (See Table 8)

Table 8 The management of shop decoration based on the utilization in demand chain management.

Variable No	Variables	Factor Loading
27	Manage decoration and design of shops to facilitate customers.	0.85
34	Manage decoration and design of shops to facilitate staff's day to day operation.	0.85
47	Manage space and shop area in order to encourage staff to be eager to work.	0.64
Eigen values		1.734
Percentage Variance		2.753

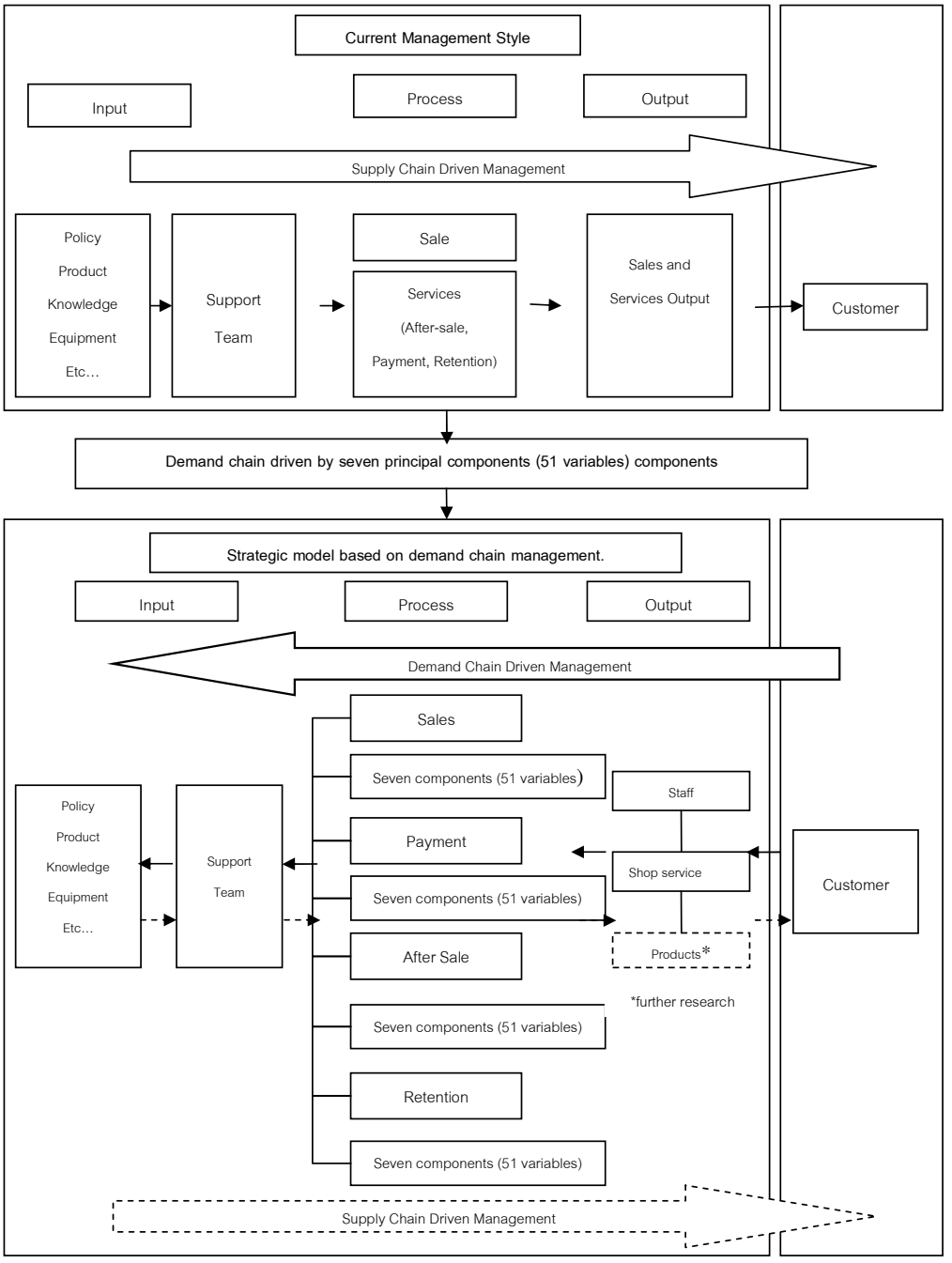
In sum, seven main components are: 1) Performance as a professional retail manager. 2) Focus on the staff and shops' competency. 3) Implement learning organization concepts in shops. 4) Focus on the staff's service. 5) Implement the concept of Corporate Social Responsibility (CSR) in the shops. 6) Manage the service space. 7) Ensure shop decoration is based on utilization. These seven components composed of 51 variables. The percentage of variance of all seven components was equal to 59.899. Each principal component was composed of three or more variables with each which having a factor loading value equal to or than 0.43. Apart from the criteria, it was not indicated as principal component in this research.

Transformation of the current management style to the proposed strategic model based on demand chain management.

All Seven principal components were verified by 14 academicians from six universities using the Index of Item Objective Congruence: IOC. The rated all 51 sub-variables under the seven principal components, and the IOC score ranged from 0.69 to 1.00. This can confirm that the content is reliable enough and that the model is accurate and competent enough to conduct strategy test with retail managers. As noted from seven principal components all 51 variables were brought to test by retail managers. The current management style is supply chain based, while the proposed strategic model is demand chain driven management. To make this clear, a conceptual framework of local transformation from the current management to the proposed strategic model is presented in Figure 1.

In Figure 1, researcher aimed to indicate the strategic model that composed of seven principal components and to illustrate how the model can be applied for operation managing in four functions: sales, payment, after sale and retention. The current operation that seems to manage based on supply chain management is indicated in the first frame, then it was transformed to the new model of management that mainly operate based on demand chain management, however supply chain still be focus in order to maintain the company policy.

Figure 1: Transformation of the current management of the retail manager based on supply chain management, to the strategic model based on demand chain management.



Adapted from The Chalio model of local transformation.(Research and development methodology. Nakhon Sawan Rajabhat, 2007: 2/45) and Logistic and Supply Chain Management. (Vithaya Suharitdamrong, 2003: 17)

Procedure 3: Strategic model test with experimental group.

Staff at four shops performed their works better, and of the seven components, staff rated that they can perform better in six of them. 1) Performance as a professional retail manager. (4.44±0.36)2) Focus on the staff and shops' competency. (4.24±0.38)4) Focus on the staff's service. (4.46±0.38)5) Implement the concept of Corporate Social Responsibility (CSR) in the shops. (4.05±0.46) and 7) Ensure shop decoration is based on utilization. (4.16±0.45) The pre-test and post-test result were statistically different at 0.05 level of significance ($P \leq 0.05$), while it was statistically different at 0.01 level of significance ($P \leq 0.01$) in 6) Manage the service space. (3.74±0.51) (See Table 9)

Table9 Mean score from strategy test at experimental group.

	Component		Sample (n)	Average ($\bar{x}$)	Standard	t	P value
1	Perform as a professional retail manager	pre	25	4.29	0.47	-1.82	0.04**
		post	25	4.44	0.36		
2	Manage staff and the shop competency	pre	25	3.95	0.48	-2.22	0.02**
		post	25	4.24	0.38		
3	Implement in shop learning organization	pre	25	3.65	0.48	-1.66	0.06
		post	25	3.84	0.40		
4	Focus on staffs' service competency	pre	25	4.24	0.44	-1.84	0.04**
		post	25	4.46	0.38		
5	Implement the concept of Corporate Social Responsibility	pre	25	3.75	0.49	-2.07	0.03**
		post	25	4.05	0.46		
6	Manage service space	pre	25	3.16	0.93	-3.13	0.00*
		post	25	3.74	0.51		
7	Ensure shop decoration is based on	pre	25	3.76	1.02	-2.32	0.02**
		post	25	4.16	0.45		

* Statistically significant at 0.01

** Statistically significant at0.05

Procedure 4: Reassured effectiveness of the strategic model. Mean score of overall customer satisfaction.

To reassure the effectiveness of the proposed strategic model, customer satisfaction conducted by the company used to indicate overall customer satisfaction to shop's service retail shops, Using this proposed strategic model to manage retail shops, retail manager and staff in experimental group perform better the overall customer satisfaction score given by customer trended to be higher at least one shop, Chachoengsao. The mean score of those two months are (4.67 ± 0.56) and (4.69 ± 0.52), statically different at 0.05 level of significant ($P \leq 0.05$).(See Table 10)

Table 10 Mean scores of overall customer satisfaction before and after the strategy test using t-dependent test.

Shop	before test (Jun.'11)			1 months after test (Jul.'11)				2 months after test (Aug.'11)				3 months after test (Sep.'11)			
	n	$\bar{x}$	S.D±	n	$\bar{x}$	S.D±	P	n	$\bar{x}$	S.D±	P	n	$\bar{x}$	S.D±	P
Cholburi#1	54	4.09	0.88	60	4.00	0.82	0.28	64	4.11	8.93	0.46	66	4.24	0.79	0.17
Cholburi#2	55	4.36	0.80	62	4.41	0.61	0.35	63	4.41	0.61	0.35	60	4.13	0.87	0.07
Rayong	56	4.36	0.72	62	4.44	0.69	0.28	63	4.41	0.75	0.34	63	4.46	0.62	0.20
Chachoengsao	53	4.42	0.80	48	4.67	0.56	0.03*	39	4.69	0.52	0.02*	55	4.62	0.56	0.06
4shops	218	4.31	0.80	232	4.34	0.78	0.35	229	4.38	0.75	0.18	244	4.36	0.74	0.25

* Statistically significant at 0.05

Semi-structure interview with managers, customer and experts.

The results of the experiments proved that managers adopted the proposed model quite well and it had a tendency that staff in the shop would perform better. However, to confirm the effectiveness of the seven components, the in-depth interview with four managers and five customers were used. The opinions of five experts and the top executives from the leading companies in Thailand will also make this model more valuable. The opinions about shop operation were also derived from five customers, from five provinces.

Manager's point of views (Two shops from Chonburi, one shop from Rayong and one shop from Chachoengsao.

Four managers agreed on the following:

1. They were most satisfied with this model, no management model had been provided for them before, normally they manage staff and shop with their own skills. (75%)

2. They focus on three main components "Component 1: performance as a professional retail manager.", "Component 2: focus on staff and shops' competencies." and "Component 6: managing service space". (100%)

3. They thought the most important component was "Implementing learning organization concept in shop", but they could not perform well due to man power rotation during that period. (100%)

4. The second most important was "Component 5: implementing the concept of Corporate Social Responsibility (CSR) in the shops" as it can be an opportunity to build relationships with customers. (75 %)

5. Self learning for customer might not be able to help as managers thought that customer would still need someone to help them and explain things to them. (100%)

6. The manager claimed that they could not manage the shop space based on shop context as they need to follow the standard format of the company, so they need the design and space management to be based on their context. (100 %)

Customer point of views

(AnusornNirutithumthara, Jackrapan Wongsantitumnukul, NaruedonUamsuk, PattamaIntapong and SarochineeChamsap. Interview. 2554) Five customers, from five provinces, gave their opinions as follows:

1. The product display and counter is quite obvious, but it would be better
if shop could display more products for customer to update the trends in technology. (100 %)

2. Customer suggested that staff should be more professional about their products. (100 %)

3. The communication service shop should try to make their shop more friendly and easy to visit or update the technology. Otherwise, they will only come to make payments or asked for service maintenance. (100 %)

4. The communication service shop is different from other kinds of retail shop as customer could go into the shop for window shopping or only to update technology trend, but they could not go to supermarket, fast food shop or pharmaceutical shop without the aim for buying something. (100 %)

5. Customers have a positive attitude towards Corporate Social Responsibility (CSR) and thought that if they had a chance they would participate. (100%)

6. Customers in up country provinces had limit knowledge about the company's products, so it is better if the company find a way to educate them. (80%)

7. If there is a self learning tool for customer in shop they would use it in case where they have to wait in queue. (80%)

8. The space and waiting area should be more focused with additional service such as water or drinks for customer. (100 %)

9. They expected that staff should provide accurate information as the staff's knowledge is very important. (100 %)

10. The key to success of the shop services came from the manager, staff and back office support, respectively. (80%)

Expert's point of views

(AbhaichonVacharasinthu,AmornUmpairungruang,Jirawut Thana, Pisutth Nilasinthop, SuwatSongphatanayothin. Interview. 2554)

Ten important aspects generated from the five experts, who are the top executives from four leading companies in Thailand are:

1. The contents of the components of the model are universal and managers can easily understand them. (100%)

2. The methodology to gather those variables in to the seven components (51 variables) based on the system theory and demand chain management has never seen before, as it is a new initiative. (100%)

3. The strong point of this format is the combination of the seven components into a tool that can be used as a strategic management guideline for managers. (100%)

4. This model can be flexible and based on the shop's context, which the manager can adapt. (100%)

5. Managing communication service shops is to manage people more than to manage products as the product would be designed by the concerned parties, but to achieve customer satisfaction is to manage staff in the shop to perform well. (80%)

6. To successfully manage communication service shop is not different to other retail shops. (80%)

7. This model is suitable for the manager to manage the communication service shop for high quality service. (100%)

8. The achievements from using the model depend on if the manager can fully apply all the components or not. (100%)

9. The important components that will impact on staff performance and customer satisfaction scores are "Component 1: being the professional manager" and "Component 3: implementing learning organization concepts in the shop". (100%)

10. Modern technology or self service tools to educate customer about products will lessen the burden, but company need to make sure that the tool is easy to use and regularly updated. (80%)

Conclusions

Strategic model for quality development of communication service shop based on demand chain management satisfied managers and experts. They confirmed that it is systematically operation based model. The one important element to manage shop in service industry is "staff" or "human". The strategy or model would be effective if it bring to be used regularly and effectively. Staffs are the representatives of the company, who directly contact and deliver knowledge or services to the customers. Thus, staffs' improvement and development might be key success factors, not only at the front line, but back office staffs. This strategic model is not only suitable for communication service shop, but it can also be used to manage other retail business shops, such as food, cloth and books.

Opportunities for further research

It would be more beneficial to study the demands about communication products and product management. It needs to study about the demand chain management of other departments that supports retail shop activities. To maintain and enhance the effectiveness of using this model to manage retail shops, there should be a model for all shops and a set target or policy for each principal component, and its variables. It needs to focus on the details and how to turn those strategies into operations.

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