



THE IMPACT OF POST-SALES FACTORS ON CUSTOMER-ORIENTED BUSINESS PERFORMANCE OF FAST-MOVING CONSUMER GOODS ENTERPRISES IN HO CHI MINH CITY

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ARTICLE INFO	ABSTRACT
<p>DOI: 10.52932/jfmr.v3i2e.748</p> <p><i>Received:</i> January 21, 2025</p> <p><i>Accepted:</i> April 15, 2025</p> <p><i>Published:</i> July 25, 2025</p> <p>Keywords: After-sales services; Customer-oriented business performance; Fast-moving consumer goods (FMCG); Product experience; Post-sales factors.</p> <p>JEL codes: M31, L81, D12, L25, C83</p>	<p>This study aims to assess the impact of post-sales factors on the customer-oriented business performance of fast-moving consumer goods (FMCG) enterprises in Ho Chi Minh City. In the context of increasing competition and rapidly changing consumer trends, post-sales activities such as product experience, after-sales services, customer care, complaint handling, customer communities, and long-term value commitment play a crucial role in maintaining customer satisfaction, loyalty, and revenue growth. The research adopts a mixed-method approach, combining qualitative and quantitative methods, with a structural equation modeling (SEM) framework to examine the relationships among the studied variables. Data were collected from 222 FMCG enterprise managers and 279 consumers in Ho Chi Minh City from June to December 2024 through online and offline surveys. The findings indicate that after-sales services play important roles in reducing customer attrition and customer communities drive revenue growth. The significant effects of product experience on customer satisfaction and loyalty; after-sales service only impact on customer satisfaction not loyalty. FMCG enterprises in Ho Chi Minh City should prioritize enhancing product experience and after-sales services while fostering personalized customer engagement to strengthen loyalty and long-term brand commitment.</p>

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1. Introduction

The FMCG sector faces pressure to maintain the customer-oriented performance in order to sustain competitive advantage and ensure growth in revenue. Fierce competition and ever-changing consumer trends require businesses to optimize post-sales activities to ensure customer satisfaction, loyalty, retention, and revenue growth. Post-sales factors, such as product experience, after-sales services, customer care, complaint resolution, customer communities, and long-term value commitments, are essential components of strategies aimed at building sustainable customer relationships (Le & Pham, 2021; Nguyen & Tran, 2024; Pham & Hoang, 2023; Deloitte, 2021; Kantar, 2023).

There is currently a gap in research in Vietnam's FMCG sector where scholars have explored separately important individual factors to understand performance narrowly and neglect to examine their combined impact to improve effectiveness. While after-sales services significantly contribute to customer loyalty, limited research clearly and thoroughly evaluates their actual effectiveness within competitive urban markets like Ho Chi Minh City (Szwejczewski et al., 2015). Businesses have increasingly valued the effective role of complaint resolution in customer experience, trust, and loyalty (Cao et al., 2018). Empirical research, limited in scope and depth, is still lacking across culturally-specific Vietnamese markets within the FMCG sector. Though they emphasize the crucial role in brand engagement through digital communities, it has not clearly demonstrated influence on FMCG performance (Jesus & Alves, 2019).

A crucial study aims to bridge a gap in understanding and to strengthen comprehensive strategic knowledge. Through a framework is built upon theory, the performance in customer orientation is linked with a set of indicators (Ilias & Shamsudin, 2020). No study yet has

provided strong evidence for the existing gap in literature, and the research on post-sales practices in the fast-growing Vietnamese FMCG sector remains limited. Among the influencing factors, businesses must develop effective-targeted strategies in competitive markets over time, rather than relying on short-term limited partial performance plans. Therefore, it has significantly been emphasized (Woo et al., 2021; Hoe & Mansori, 2018).

2. Literature review

2.1. Theoretical framework

Clearly, the study constructs a concise framework on quality and loyalty, which rests firmly deeply rooted in the established models that it and scholars seek to adapt to enhance. It is employed and the model in the service industry assesses systematically quality gaps and fully actual service (Parasuraman et al., 1988).

The recent study found positive link, which was in the automotive sector between service quality and loyalty (Haryadi et al., 2022). Service exceeds expectations to create higher satisfaction in customers to maintain loyal behavior and boost value for firm performance (Oliver, 1980). Interactions, the crucial link between staff and clients, are strongly proven to influence satisfaction and loyalty for the firm (Gremler & Gwinner, 2000). The model is the framework that to define it is built on positive attitude and also drives behavior repetition (Dick & Basu, 1994). High-quality service encourages firms to build a strategy for the client and to achieve strong stable loyalty. Moreover, research has revealed the relational and service quality advantages, and within effective marketing, it lifts loyalty through customer trust, driving retention and advocacy (Hennig-Thurau et al., 2002).

Once it has combined core theory to look into service influence, it works toward improving its customer-oriented performance.

2.2. Theoretical concepts

Post-Sales Factors

Strategically enhanced, focused, post-sales factors, they emerge strongly, are key to enhancing customer satisfaction and loyalty and toward the retention of long-term value commitment. Post-sales factors—such as product experience, after-sales services, customer care, complaint handling, customer communities, and long-term value commitment—are key to enhancing customer satisfaction, loyalty, and retention. This defines the phase supported ensuring continually. Kadłubek (2020) defines the post-sales phase as customer support efforts ensuring continued product value. Clearly, experience has shaped the perceived-and-evaluated product quality and value perceptions and, in post-purchase context, has shaped their understanding and perception. Product experience, a direct interaction post-purchase, shapes perceptions of quality and value (Dahl et al., 2016). Services provide the essential support through maintenance: these benefits users. After-sales services like technical support and maintenance help maintain relationships and product usability. Clearly, to strategically emphasize value they aim to add value and to drive them again. Szwejczewski et al. (2015) emphasize their role in adding value and driving repeat purchases. They value dedicated who personalized attentive care, effective resolution is the key to reduce churn, and they improve their customers' experience to increase satisfaction significantly. Personalized customer care and attentive issue resolution reduce churn and improve satisfaction. Through the complaint handling, it can become the dissatisfied-trusting loyalty from low value perception, managed under effectively with strong internal strategic action. Complaint

handling, according to Cao et al. (2018), can turn dissatisfaction into trust and loyalty if managed effectively. Although thriving communities — through social engagement — play critical, they play the very essential part in success, in which customer groups act dynamically inside the system, and within which the brand value is shared across the network. Customer communities also play a vital role. They can indeed have been observed in active online loyal groups and they form deeply. Jesus and Alves (2019) found that online communities build stronger customer-brand bonds. The commitment reinforces brand loyalty through the consistent service benefits. Long-term value commitment, through consistent service and benefits, strengthens loyalty and reduces churn risk (Bricci et al., 2016).

The researchers confirm the crucial significance because derived from factors. Observed, the researchers have consistently clearly been identifying the strong correlation, and the researchers have also been validating the intention between satisfaction and word-of-mouth (Nasir et al., 2021). Found satisfaction clearly has indicated the strong connection between service, and the relationship between quality and loyalty demonstrates strong consistency (Tufantoz & Yıldız, 2022). The researchers have demonstrated it is the critical element and essential aspect that the researchers have identified in satisfaction, retention, and loyalty (Gupta & Raman, 2022). Authors aiming to assess components in responsiveness quality, and the researchers attempting to examine impacts on satisfaction thoroughly (Nguyen et al., 2025). Collaboration advantage loyalty indicate the benefit for firms (Nguyen & Nguyen, 2022). Notably, the researchers uncover their contribution in returns and support significantly for them improve trust and retention (Tran & Huynh, 2025). Because consistently validated findings, the study has illustrated across strategies initiatives and loyalty.

Customer-Oriented Business Performance

In terms of business performance measured based on customer-oriented metrics, it is being assessed with a focus placed on meeting their needs effectively. It includes clearly the four key performance components in the area of customer service and loyalty. According to the research findings, organizations do highlight the customer-focused-positive experience in firm practices from 2020, leading to more than one highly satisfied customer base (Ilias & Shamsudin, 2020). As it has increased, what tends to follow is loyalty naturally organizations show loyalty and performance positively. With their loyalty support, organizations aim to sustain growth continuously (Allan, 2016). organizations consistently return the brand and promote trusted value in market. Reducing churn actively, organizations can minimize attrition frequently and effectively, causing the unmet customer expectations in context (Hoe & Mansori, 2018). With the right customer needs, firms today must act more effectively. organizations have increasingly become essential; organizations grow with and reflect more than one of them. The innovation in service must deliver impact and strong relationships (Woo et al., 2021). Overall, approach must ensure a customer-centric and-retention model success loyalty and, in favor of the company in future, must bring them the growth and competitive advantage.

2.3. Hypothesis development

Product Experience

From the product, customers can deeply emotionally interact with the aspects and functionally with the aesthetics from the awareness to the usage Although shaping perceptions in the context of experience, it does influence the customer's satisfaction with the future purchases Interestingly, Kumar divides the experience into function and feeling, and emotionally, this impacts loyalty and

commitment (Kumar, 2021). Experiences can be positive and also loyalty-retention Customer experience effect found the satisfaction on the (Cetin, 2020). A product, deeply strong experience, can be the major satisfaction fostering the word and mouth (Ogunnaike et al., 2022). Commitment, the strong-relevant loyal experience, shows their reduce-and-reinforce strategies to keep their strong committed-brand loyalty (Tjahjaningsih et al., 2020). Strategizing experience consistently can be the vital satisfaction for the brand, and the loyalty for strong positioning in the competitive-and-growing field is the strategic core.

Hypothesis H1: Product experience has a positive impact on customer satisfaction.

Hypothesis H2: Product experience has a positive impact on customer loyalty.

Hypothesis H3: Product experience has a negative impact on customer attrition.

Hypothesis H4: Product experience has a positive impact on revenue growth.

After-Sales Services

Now comprehensively include the services of maintenance, support, warranties, and care - long-term, post-purchase, offered, and intended to ensure satisfaction and loyalty. Services remain fundamentally essential and also significantly for the maintenance of customer relationships. Notably, he found his results from better services in after-sales and satisfaction, then additionally to him boosted loyalty and referrals (Ashfaq, 2019). Aspects must be positive and reliable-professional (Murali et al., 2016). Through satisfaction, the mediator acts as essential support for the repeated loyal purchases while also actively preventing that which discourages switching. Authors emphasize additionally and similarly through the effectiveness of the services in quality after-sales (Nasir et al., 2021). They must now indeed strongly - strong; they act against

and lessen two types. Importantly, quality in the context of e-commerce and service and retention must be significant (Karimli, 2018). One invests effort in those effective services in after-sales to strengthen deeply lasting bonds where the business grows and the success aligns.

Hypothesis H5: After-sales services have a positive impact on customer satisfaction.

Hypothesis H6: After-sales services have a positive impact on customer loyalty.

Hypothesis H7: After-sales services have a negative impact on customer attrition.

Hypothesis H8: After-sales services have a positive impact on revenue growth.

Customer Care

In customer care, one is involved in the product lifecycle and supporting customers in stages one, two, and three. Building relationships and strengthening business performance happens steadily and strongly. The emphasis clearly lies in improved care that positively reduces attrition and enhances competitive advantage (Dwivedi et al., 2024). From customer care designed effectively, experiences are being formed positively and focused on delivery. In the study, customer-centric cultures were found to equally improve satisfaction and loyalty (Ramaj & Ismaili, 2015). Notably, research positively shows that strong customer care steadily boosts retention and lifetime value (Moenardy et al., 2016). Increasingly, the system supports retention and satisfaction, gradually increasing loyalty. Research shows that in the context of hospitality, effective strategies reduce churn and generate trust-based experiences (Ojo, 2024). Investing in customer care improves the long-term value of care.

Hypothesis H9: Customer care has a positive impact on customer satisfaction.

Hypothesis H10: Customer care has a positive impact on customer loyalty.

Hypothesis H11: Customer care has a negative impact on customer attrition.

Hypothesis H12: Customer care has a positive impact on revenue growth.

Complaint Handling

Long-term value commitment refers to a company's dedication to consistently delivering lasting value, trust, and positive experiences beyond just products or services. It plays a key role in improving satisfaction, loyalty, and reducing attrition. Thaichon and Quach (2015) found that value commitment strengthens loyalty through trust and satisfaction. When businesses consistently meet customer expectations, long-term relationships are more likely to form. Rather and Sharma (2017) noted that customers are more satisfied when they perceive ongoing value and support. Pandita and Mehta (2019) showed that consistent, transparent service fosters loyalty and reduces the likelihood of switching. Bricci et al. (2016) emphasized that long-term value builds attachment, reducing churn and encouraging repeat purchases. Overall, long-term value commitment is essential for nurturing sustainable customer relationships and driving business growth.

Hypothesis H13: Complaint handling has a positive impact on customer satisfaction.

Hypothesis H14: Complaint handling has a positive impact on customer loyalty.

Hypothesis H15: Complaint handling has a negative impact on customer attrition.

Hypothesis H16: Complaint handling has a positive impact on revenue growth.

Customer Communities

Within the digital environment, customer communities can be highly active. Communities can help users gain increased satisfaction and loyalty that they may get through experience-sharing, support, and feedback. Participation

has involved individuals in communities where members feel emotionally close to the brand to respond positively and act with strong loyalty to remain. (Goli, 2018) Because feeling connected emotionally, the customer is active in brand promotion and brand defense. Communities directly enhance the satisfaction through access to information, data, peer knowledge, help, and rapid strong support. Belonging increases clearly the deep emotional trust and satisfaction within the group inside community. (Popp & Woratschek, 2017) Naturally, to actively grow loyalty one needs to engage consistently. Identity significantly influences the trust in communities, participation, brand loyalty, advocacy, and sustained active connection. (Zhang & Li, 2022) Interaction effectively reduces the attrition through loyalty and trust, connection, community strength, bonding, and emotional mutuality. (Fan et al., 2022) These strategic assets are valuable, which contribute to the satisfaction, loyalty, retention, and growth.

Hypothesis H17: Customer communities have a positive impact on customer satisfaction.

Hypothesis H18: Customer communities have a positive impact on customer loyalty.

Hypothesis H19: Customer communities have a negative impact on customer attrition.

Hypothesis H20: Customer communities have a positive impact on revenue growth.

Long-Term Value Commitment

In the long-term value commitment, the dedicated and consistent company must continually offer the most lasting value, trusted and positive experiences, delivering them beyond only commercial offers. The key role boosts satisfaction, which results in the increase in loyalty and in the reduction in attrition. Commitment strongly builds loyalty that gains trust and satisfaction (Thaichon & Quach, 2015). Businesses consistently meet expectations that build relationships and loyalty. Customers increasingly feel satisfaction that reflects value and support (Rather & Sharma, 2017). Service effectively builds loyalty that decreases switching and risk (Pandita & Mehta, 2019). The long-term greatly builds the attachment from enduring value, reducing churn rate, and encouraging repeat purchases in customer behavior (Bricci et al., 2016). Commitment strongly supports relationships that foster growth and sustainability.

Hypothesis H21: Long-term value commitment has a positive impact on customer satisfaction.

Hypothesis H22: Long-term value commitment has a positive impact on customer loyalty.

Hypothesis H23: Long-term value commitment has a negative impact on customer attrition.

Hypothesis H24: Long-term value commitment has a positive impact on revenue growth.

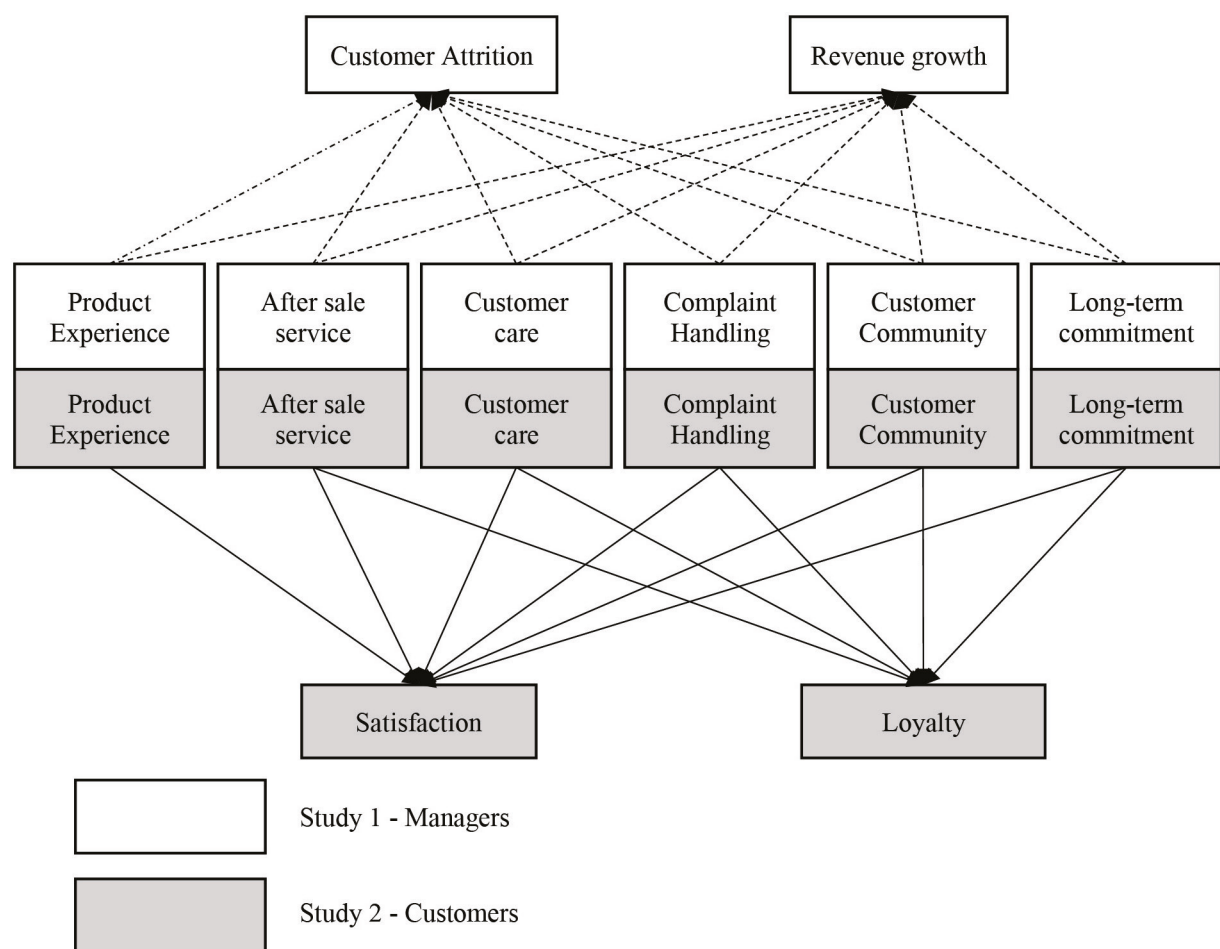


Figure 1. Research model

3. Research methodology

This study employs a dual research design focusing on two target groups in Ho Chi Minh City’s FMCG sector. Study 1 surveys senior managers of FMCG enterprises, while Study 2 targets consumers. Data collection takes place from June to December 2024 through two phases: qualitative and quantitative research. The qualitative phase gathers expert insights to refine the research model and develop context-appropriate measurement tools. In-depth interviews were conducted with experienced FMCG managers (5+ years) to explore after-sales practices, customer behavior, and local market challenges. Convenience, non-probability sampling was used. Data sources

include secondary materials and structured questionnaires informed by both literature and qualitative findings. In the quantitative phase, different strategies were applied. Study 1 reached managers via professional networks, referrals, and corporate partnerships, using email, phone, LinkedIn, and Google Forms. Study 2 targeted consumers who had purchased FMCG products in the past six months, collecting data offline (supermarkets, markets, malls, residential areas) and online (Facebook, Zalo, email). Students supported on-site surveys, and small incentives were offered to encourage participation. Collected data will be analyzed using descriptive statistics, CFA to validate measurement models, and SEM to

examine relationships among post-sales factors and customer satisfaction, loyalty, attrition, and revenue. This comprehensive approach ensures reliable and practical insights for FMCG businesses in Ho Chi Minh City.

4. Research findings

4.1. Study 1

Study 1 collected 222 responses from senior managers of FMCG enterprises in Ho Chi Minh City. Most respondents were male, aged 35-50, with bachelor's or master's degrees, often in business, marketing, or supply chain. They represented both multinational and domestic firms across various FMCG categories. Over half had more than five years of experience, indicating deep knowledge of post-sales strategies and customer management. This sample provides strong empirical support for the research model and offers practical insights into post-sales practices and performance enhancement in the FMCG sector. The sample

size ensures sufficient statistical power for model testing.

Confirmatory Factor Analysis (CFA) showed a good model fit: Chi-Square = 961.595 (df = 674, $p = 0.000$), with a CMIN/DF of 1.427 (well below the acceptable threshold of 3). CFI and TLI values were 0.957 and 0.953, respectively-both above the 0.90 benchmark-indicating strong model reliability and validity. The model demonstrates a good fit based on key CFA indices. The RMSEA is 0.044, with a 90% confidence interval of 0.037-0.050 and a PClose of 0.947, indicating an excellent fit with no significant difference between the model and the data. Additional fit indices NFI (0.870), RFI (0.857), and IFI (0.957) also suggest a satisfactory to strong model fit, as they exceed the acceptable threshold of 0.80. These results, along with previously reported CMIN/DF, CFI, and TLI values, confirm that the model fits the data well and aligns with the theoretical framework, supporting its use for further hypothesis testing and structural analysis.

Table 1. Hypothesis testing of SEM model in study 1

Relationship	Estimate	S.E.	C.R.	P
Customer_Attrition <-- Product_Experience	0.075	0.092	0.815	0.415
Customer_Attrition <-- Customer_Community	-0.002	0.084	-0.027	0.978
Revenue_Growth <-- Product_Experience	-0.054	0.092	-0.59	0.555
Revenue_Growth <-- Customer_Care	0.085	0.087	0.982	0.326
Customer_Attrition <-- Customer_Care	-0.088	0.087	-1.01	0.313
Customer_Attrition <-- AfterSales_Service	-0.136	0.070	-1.949	0.051
Revenue_Growth <-- AfterSales_Service	0.014	0.070	0.202	0.840
Revenue_Growth <-- Complaint_Handling	0.042	0.078	0.538	0.591
Customer_Attrition <-- Complaint_Handling	-0.078	0.078	-1.001	0.317
Revenue_Growth <-- Customer_Community	0.146	0.085	1.716	0.086
Revenue_Growth <-- LongTerm_Value_Commitment	0.048	0.074	0.646	0.518
Customer_Attrition <--LongTerm_Value_Commitment	-0.101	0.075	-1.361	0.174

The model shows a Chi-square value of 961.595 with 675 degrees of freedom ($p = 0.000$), indicating a statistically significant difference from the independence model and supporting the model's theoretical structure. However, due to Chi-square sensitivity to large samples, additional fit indices are considered. The CFI (0.957) and TLI (0.953) both exceed the 0.90 threshold, indicating a strong model fit. The RMSEA is 0.044 (90% CI: 0.037-0.050), below the 0.05 benchmark, confirming a close fit to the population data. Together, these indices suggest the model effectively captures the structural relationships among variables. Furthermore, AIC and BIC values fall within acceptable ranges, supporting the model's balance between fit and simplicity. Overall, the SEM model demonstrates a strong and reliable fit, offering robust insights into the variable relationships within the FMCG sector context.

The SEM results reveal varying levels of impact and significance among the model's factors. The relationship between product experience and customer attrition ($\beta = 0.075$, $p = 0.415$) and between customer care and customer attrition ($\beta = -0.088$, $p = 0.313$) are not statistically significant, indicating limited influence on attrition. After-sales services show a marginally significant effect on reducing customer attrition ($\beta = -0.136$, $p = 0.051$), suggesting a potential but modest role. However, their effect on revenue growth is not significant ($p = 0.840$), nor is the effect of complaint handling ($p = 0.591$). The relationship between customer communities and revenue growth ($\beta = 0.146$, $p = 0.086$) approaches significance, indicating a possible positive influence, while long-term value commitment does not significantly affect either attrition ($p = 0.174$) or revenue growth ($p = 0.518$). Despite limited direct effects, all constructs demonstrate strong correlations with their measurement items (ranging from 0.75 to 0.99), confirming their importance in customer

evaluations. The SEM model highlights after-sales services as potentially effective in reducing customer attrition, and customer communities as influential for revenue growth. Other factors, including customer care and long-term value commitment, show weaker impacts. These insights help identify strategic priorities for improving customer retention and driving growth in the FMCG sector.

4.2. Study 2

The sample in Study 2 includes 279 consumers from the FMCG sector in Ho Chi Minh City. The demographic profile shows a balanced gender distribution with a slight female majority, and most respondents are aged 25-45-an active FMCG buying group. The majority hold college or university degrees, and most report middle-income levels, consistent with typical urban purchasing power. Respondents frequently purchase FMCG products, mainly through supermarkets, convenience stores, and online platforms. Their buying decisions are influenced by product quality, brand reputation, after-sales service, and promotions. Notably, many expressed awareness of eco-friendly products, reflecting a growing trend in sustainable consumption. These characteristics support the study's objectives and enhance the reliability of findings on post-sales impacts on satisfaction, loyalty, attrition, and revenue.

Confirmatory Factor Analysis (CFA) indicates a strong model fit. The Chi-square value is 834.431 with 674 degrees of freedom ($p < 0.05$), acceptable due to the large sample size. The Chi-square/df ratio is 1.238, well below the 3.0 threshold. Fit indices-CFI (0.981), TLI (0.979), and IFI (0.981)-all exceed 0.90, confirming excellent model fit. RMSEA is 0.029, below the 0.05 standard, indicating minimal approximation error. The Hoelter index of 246 confirms adequate sample size for model stability and reliability.

Furthermore, the standardized regression weights of the observed variables are all statistically significant with $p < 0.001$, and their values exceed 0.7, confirming good convergent validity of the measurement scales. Additionally, the error variances fall within an acceptable range, demonstrating that the model does not suffer from serious issues related to excessive residual variances. Considering the overall fit indices and statistical significance of the factor loadings, it can be confirmed that the proposed CFA model is well-fitted to the data and is suitable for further structural analysis. These findings provide strong empirical support for the theoretical framework and suggest that the measurement model effectively captures the relationships between the observed variables and their respective latent constructs.

The Structural Equation Model (SEM) was assessed using multiple fit indices to evaluate its alignment with the data. The Chi-square statistic

($\chi^2 = 835.965$, $df = 675$, $p < 0.001$) suggests a lack of absolute fit, but this is expected with large samples. More importantly, the RMSEA is 0.029 (90% CI: 0.022-0.036), indicating a strong fit, with a PCLOSE value of 1.000, confirming no significant difference between the model and the observed data. Key comparative fit indices—CFI (0.981), TLI (0.979), and IFI (0.981)—all exceed the 0.90 threshold, reflecting excellent model performance. Parsimony indices, including PNFI (0.829) and PCFI (0.894), also support a well-balanced model in terms of fit and simplicity. Although GFI and AGFI were not reported, the Hoelter index of 245 (at $p = 0.05$) indicates sufficient sample size for model stability. In conclusion, the SEM demonstrates a strong overall fit, validating the model's reliability and supporting the theoretical relationships for further analysis and practical application.

Table 2. Hypothesis testing of SEM model in study 2

Relationship	Estimate	S.E.	C.R.	P
Customer_Satisfaction <-- Product_Experience	0.175	0.067	2.609	0.009
Customer_Satisfaction <-- Customer_Community	0.060	0.068	0.887	0.375
Customers_Loyalty <-- Product_Experience	0.210	0.069	3.055	0.002
Customers_Loyalty <-- Customer_Care	0.016	0.061	0.255	0.799
Customer_Satisfaction <-- Customer_Care	0.093	0.060	1.545	0.122
Customer_Satisfaction <-- AfterSales_Service	0.148	0.062	2.393	0.017
Customers_Loyalty <-- AfterSales_Service	0.096	0.063	1.531	0.126
Customers_Loyalty <-- Complaint_Handling	0.061	0.075	0.804	0.421
Customer_Satisfaction <-- Complaint_Handling	0.069	0.073	0.937	0.349
Customers_Loyalty <-- Customer_Community	0.015	0.070	0.218	0.827
Customers_Loyalty <-- LongTerm_Value_Commitment	-0.048	0.062	-0.786	0.432
Customer_Satisfaction <--LongTerm_Value_Commitment	0.069	0.060	1.144	0.252

The SEM analysis reveals varying degrees of influence and statistical significance among the model's variables. Product Experience shows a significant positive impact on both Customer Satisfaction ($\beta = 0.175$, $t = 2.609$, $p = 0.009$)

and Customer Loyalty ($\beta = 0.210$, $t = 3.055$, $p = 0.002$), confirming its critical role in enhancing customer relationships. Similarly, After-Sales Service significantly influences Customer Satisfaction ($\beta = 0.148$, $t = 2.393$,

$p = 0.017$), though its effect on Loyalty is not statistically significant ($p = 0.126$), suggesting that while it improves satisfaction, it may not yet ensure long-term retention.

In contrast, several factors show no significant impact. Customer Community does not significantly affect satisfaction ($\beta = 0.060, p = 0.375$), and Customer Care has no notable effect on loyalty ($\beta = 0.016, p = 0.799$). Complaint Handling also lacks a meaningful impact on satisfaction ($\beta = 0.069, p = 0.349$), and Long-Term Value Commitment does not significantly influence loyalty ($\beta = -0.048, p = 0.432$). These results suggest that customers may not perceive current efforts in these areas as impactful or relevant to their post-purchase experience.

Overall, the model underscores the importance of improving product experience and after-sales service to enhance satisfaction and loyalty. At the same time, it identifies underperforming areas—such as customer care, complaint handling, and long-term value commitment—that require strategic refinement. These findings offer practical insights for FMCG companies aiming to strengthen their post-sales strategies and customer retention efforts.

4.3. Discussion of research findings

The findings from Study 1 and Study 2 reveal both alignments and contrasts with previous research in Vietnam and globally.

Study 1 shows that after-sales services and customer communities significantly reduce customer attrition and boost revenue growth, while customer care and long-term value commitment have limited effects. This supports Gengeswari and Padmashantini (2013), who emphasized after-sales services in customer retention, but contrasts with Seo et al. (2008), who found long-term value commitment vital in developed markets like the U.S. and Europe. In Vietnam, To et al. (2020) highlighted trust

and convenience as main drivers of online shopping satisfaction, aligning with Study 1's finding that customer care is less impactful. Bui (2011) also emphasized brand image and community interaction in tourism, supporting the relevance of customer communities. Conversely, Seo et al. (2008) identified service complexity as crucial in the U.S. telecom sector—less relevant in Vietnam's FMCG market, where consumers favor simplicity and experience. Similarly, Gengeswari and Padmashantini (2013) emphasized pricing in Malaysia, which Study 1 found less critical in Vietnam.

Study 2 confirmed the strong impact of product experience on customer satisfaction and loyalty, while after-sales services and customer care showed limited influence—mirroring Nguyen et al. (2018), who found service quality and brand image vital in Vietnam's life insurance sector. However, Trinh and Luu (2020) showed that service quality, brand image, and pricing strongly influence loyalty in the Vietnamese telecom industry, highlighting sector differences. Internationally, Seo et al. (2008) noted switching costs and connection quality as major loyalty factors in the U.S., unlike Vietnam where product experience dominates. Lam et al. (2021) found marketing mix elements (product, price, distribution, promotion) critical in Ho Chi Minh City's dairy retail sector, which Study 2 did not replicate, possibly due to industry-specific traits.

Several reasons explain the limited impact of customer care, complaint handling, community, and long-term value commitment in the FMCG sector. First, FMCG items are low-involvement, frequently purchased, and driven by convenience, price, and availability, not emotional engagement. Second, complaint handling is rare due to low product value and short use cycles—consumers often switch brands without complaining. Third, brand communities are still emerging and mostly

used for promotions rather than emotional connection (Bui, 2011). Lastly, long-term value commitment has low visibility, as CSR and sustainability efforts are not yet strongly recognized by consumers, reflecting a gap between brand communication and consumer perception. As a result, firms should better connect sustainability efforts with clear, tangible customer benefits. Study 2 confirms the central role of product experience in customer satisfaction and loyalty in Vietnam's FMCG sector, aligning with some local studies but differing from international ones where after-sales services and customer care play a larger role. These insights suggest that businesses in Vietnam should focus on enhancing product experience as a core strategy for retention.

5. Conclusions and implications

5.1. Conclusions

This study highlights the critical role of post-sales factors-product experience, after-sales services, customer care, complaint handling, customer communities, and long-term value commitment-in shaping customer-oriented business performance of FMCG enterprises in Ho Chi Minh City. Findings show these factors significantly influence customer satisfaction and loyalty, which in turn reduce attrition and drive revenue growth. Among them, product experience and after-sales services are key to retention, while customer care and long-term value commitment affect loyalty indirectly. Participation in online brand communities also enhances engagement and attachment, offering strategic guidance for sustainable

competitiveness.

5.2. Managerial implications

FMCG firms should enhance product experience through both functionality and emotional value, focusing on design, packaging, and customer interaction. For after-sales services, companies should go beyond basic support by offering tailored packages, loyalty programs, and responsive e-commerce support. Personalization in customer care is essential-using CRM systems to segment and customize interactions improves satisfaction and loyalty. Businesses should also invest in building online communities via social media to foster engagement and collect feedback. Finally, long-term value commitment should be demonstrated through CSR, green practices, and transparent communication to attract and retain value-driven consumers.

5.3. Research limitations

The study is limited to the FMCG sector in Ho Chi Minh City, which may not reflect broader markets. It relies on surveys and non-probability sampling, potentially affecting data objectivity and generalizability. The focus was limited to specific post-sales factors, excluding variables like pricing, distribution, and external influences such as technology or emerging trends. Future research should broaden geographic scope, consider digital consumer behavior and cultural factors, and apply qualitative methods or advanced analytics like AI and big data to better understand and optimize post-sales strategies.

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