

# 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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## Appendix 1. Measurement

Items Symbol	Consumer survey items	Company management survey items	Academic basis for recommending items
PE1	The product is of higher quality than I expected.	We are committed to manufacturing products with quality that exceeds industry standards.	Zeithaml (1988) stated that product quality affects perceived value and customer satisfaction.
PE2	I am satisfied with the performance of the product during use.	Our products are high performance and meet customer needs.	Oliver (1997) pointed out that product performance plays an important role in customer satisfaction.
PE3	This product is reliable and rarely fails.	The product is designed for high reliability, limiting errors and failures.	Garvin (1984) identified reliability as one of the core elements of product quality.
PE4	The product fully meets my needs.	We research the market to ensure our products fit our customers' needs.	Parasuraman, Zeithaml, & Berry (1988) emphasized that product fit to customer needs is an important factor in product experience.
PE5	I feel happy and have positive experience using this product.	Our products create positive customer experience value.	Brakus, Schmitt, & Zarantonello (2009) studied brand experience and showed that positive product experiences create strong emotional attachment.
PE6	I would recommend this product to a friend or colleague.	Customers are satisfied with the product and tend to recommend our product to others.	Reichheld (2003) developed the Net Promoter Score (NPS) and showed that customers who have a good experience will tend to recommend the product to others.
ASS1	The company provides fast and efficient after-sales service.	We are committed to providing prompt and efficient after-sales service.	Gronroos (1984) stated that after-sales service is an important part in building customer loyalty.
ASS2	I get full support if there is a problem with the product.	We have a clear customer support process when the product has problems.	Bitner, Booms, & Tetreault (1990) pointed out that the ability to provide post-purchase support significantly affects customer satisfaction.
ASS3	The company's warranty policy is clear and transparent.	The company's warranty policy is transparent and easy to understand.	Zeithaml, Berry, & Parasuraman (1996) emphasized that a clear warranty policy helps increase customer trust in the brand.
ASS4	I can easily contact customer service when needed.	We ensure that customers have easy access to support services.	Fornell & Wernerfelt (1987) found that accessibility of customer service is an important factor in customer retention.
ASS5	I am satisfied with the after-sales customer care program.	We implement customer care programs to increase post-purchase satisfaction.	Stauss & Friege (1999) stated that post-purchase customer care programs help businesses increase customer loyalty.
CC1	Customer support staff are very dedicated and attentive.	We train our staff to ensure dedicated and attentive customer support.	Parasuraman, Zeithaml, & Berry (1988) developed the SERVQUAL model, in which employee commitment is an important factor affecting service quality.
CC2	I received useful information from customer service.	We provide useful information to help customers easily use products/services.	Bitner, Booms, & Tetreault (1990) emphasized that providing useful information helps customers have a better experience with the service.

Items Symbol	Consumer survey items	Company management survey items	Academic basis for recommending items
CC3	The customer service staff resolved my issue quickly.	We have a quick process to resolve customer issues.	Zeithaml, Berry, & Parasuraman (1996) asserted that the speed of complaint handling is one of the determinants of customer satisfaction.
CC4	I feel respected when contacting customer service.	We are committed to respecting our customers in all communications and support.	Stauss & Seidel (2005) suggest that respect for customers in service interactions increases their loyalty.
CC5	The company's customer service makes me feel satisfied.	We are constantly improving our customer service to enhance satisfaction.	Lovelock & Wirtz (2011) emphasize that continuous improvement in customer service helps businesses maintain competitive advantage.
CC6	The business has an effective feedback and complaint resolution system.	We build a professional feedback and complaint resolution system.	Tax, Brown, & Chandrashekar (1998) pointed out that effective complaint handling and feedback systems increase customer loyalty.
CH1	The business responded to my complaint promptly.	We are committed to responding to customer complaints promptly and effectively.	Tax, Brown, & Chandrashekar (1998) suggested that prompt response increases customer loyalty.
CH2	I feel the company listens to my ideas and feedback.	We have a customer feedback system to listen to their opinions.	Davidow (2003) pointed out that customers feel more satisfied when businesses have effective systems for receiving and responding to feedback.
CH3	My issue was resolved fairly and reasonably.	We ensure that customer complaints are handled fairly and reasonably.	Blodgett, Hill, & Tax (1997) emphasized that fairness in complaint handling helps maintain customer loyalty.
CH4	I am satisfied with the way the company handled my complaint.	We measure customer satisfaction with our complaint handling process.	Smith, Bolton, & Wagner (1999) found that satisfaction with the complaint handling process has a significant impact on customer loyalty.
CCOM1	I regularly participate in this brand's community groups.	We build customer communities to increase engagement.	Muniz & O'Guinn (2001) stated that brand communities help customers connect and build loyalty.
CCOM2	I enjoy interacting with other customers in the brand community.	We encourage customers to interact with each other through brand communities.	McAlexander, Schouten, & Koenig (2002) emphasize that interactions among customers in a community help create positive experiential value.
CCOM3	I get valuable value from participating in the customer community.	We create useful values for customers to benefit from the community.	Algesheimer, Dholakia, & Herrmann (2005) stated that the value that customers receive from the community helps increase their commitment to the brand.
CCOM4	Customer communities help me connect better with the brand.	We use customer communities to enhance brand engagement.	Zaglia (2013) points out that customer communities play an important role in enhancing customer-brand relationships.
LTV1	I intend to continue using this brand's products/services.	We build strategies to maintain customers using products/services for a long time.	Morgan & Hunt (1994) developed the commitment-trust theory, asserting that trust in a brand influences customers' long-term commitment.
LTV2	I believe in the value that brands bring in the long term.	We ensure brand value brings sustainable trust to customers.	Garbarino & Johnson (1999) argue that customer commitment to a brand is not only based on product quality but also on the trust and value they receive.
LTV3	I feel connected to this brand.	We create programs that increase customer engagement with brands.	Fullerton (2005) emphasized that the level of emotional attachment to a brand plays an important role in long-term customer retention.
LTV4	I tend to choose products/services from this brand over competitors.	We monitor and improve customer experience to maintain long-term commitment.	Gustafsson, Johnson, & Roos (2005) found that positive customer experience and brand trust increase the likelihood of long-term customer commitment.
CA1		I have noticed a significant decrease in the number of customers returning to purchase/do business with the company recently.	Tang et al. (2014) suggest that reduced trading frequency is the main sign of attrition. Source

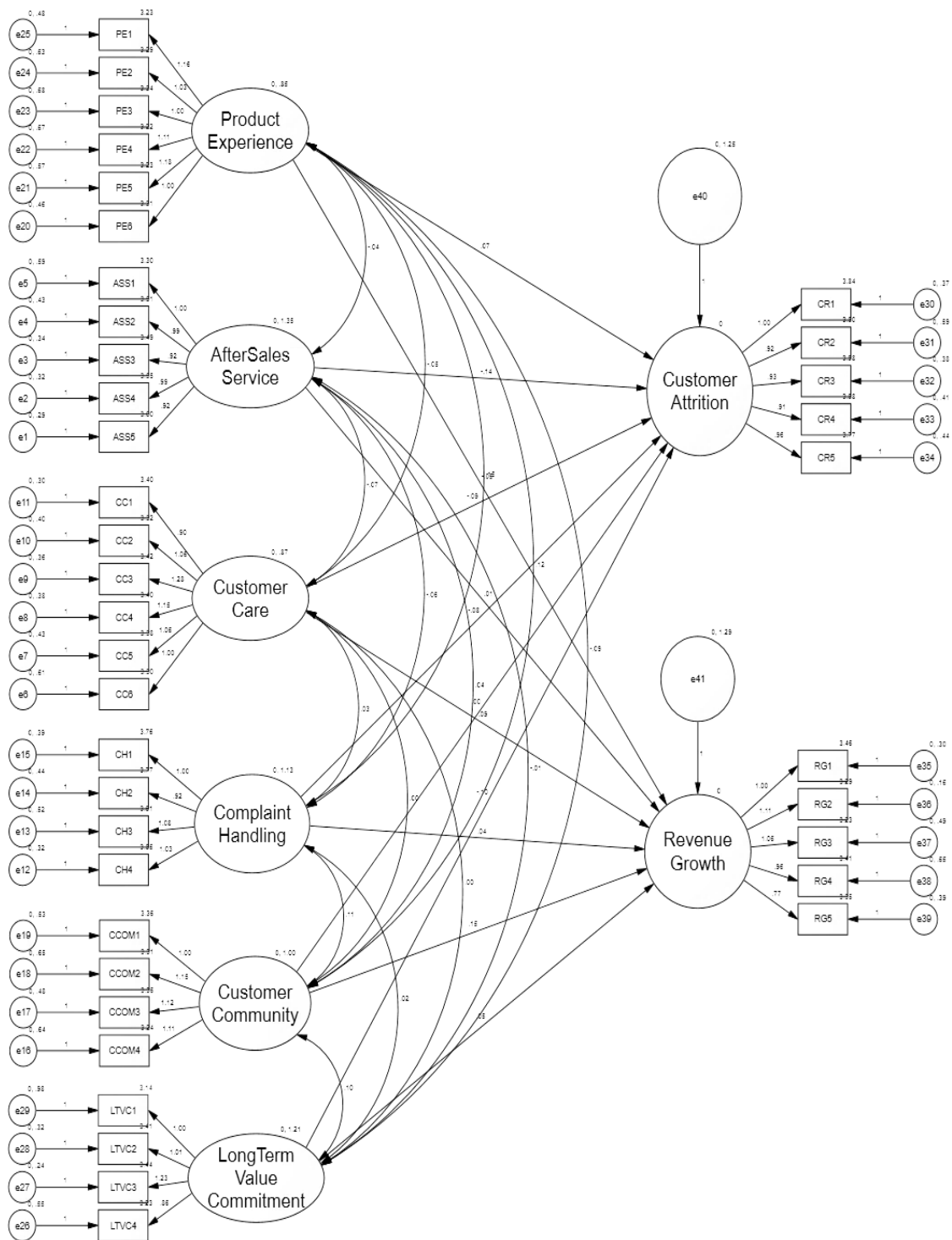
Items Symbol	Consumer survey items	Company management survey items	Academic basis for recommending items
CA2		Customers often stop using a company's products/services without giving a clear reason.	Reichheld (1996) found that many customers leave for no apparent reason, but rather because of a loss of perceived value from their relationship with the company.
CA3		Customers tend to switch to competitors with similar services.	Chaniotakis et al. (2013) asserted that price satisfaction is a determinant of customer defection.
CA4		The number of customer complaints increased but did not lead to an improvement in satisfaction levels.	Kenney & Khanfar (2009) found that increased complaints without improvement may be a sign of churn.
CA5		The rate of loyal customers has decreased compared to previous years.	Burez & Van den Poel (2007) suggest that analyzing changes in customer loyalty rates over time helps predict attrition.
RG1		The company's revenue has grown significantly over the same period last year.	Weinzimmer et al. (1998) argued that year-on-year revenue growth is an important indicator to measure a company's development.
RG2		The company achieved a higher revenue growth rate than its industry competitors.	Eggert et al. (2014) found that revenue growth relative to competitors is an important indicator of competitiveness.
RG3		The company continuously expands its market and attracts new customers, contributing to revenue growth.	Remeňová et al. (2020) indicate that market expansion is an important factor contributing to sustainable revenue growth.
RG4		The company has developed new revenue models to optimize profitability.	Clauss (2017) asserts that revenue model innovation is a key factor in helping businesses maintain revenue growth.
RG5		The company's revenue growth has a positive impact on operating profits and cash flow.	Lev et al. (2010) found that sustainable revenue growth improves firm cash flow and profitability.
CS1	I am satisfied with this product/service.		Shin & Elliott (2001) stated that overall satisfaction can best be measured by assessing customers' overall feelings about a product/service based on actual experience.
CS2	This product/service met my expectations.		Bassi, Guido, & Salvan (2005) argued that customer satisfaction depends not only on product performance but also on whether the product meets customer expectations.
CS3	I intend to continue using this product/service.		Terpstra, Kuijlen, & Sijsma (2014) emphasized that satisfaction has a strong relationship with intention to repurchase or continue using the service.
CS4	I would recommend this product/service to others.		Gilbert, Roslow, & Nicholls (2015) suggested that a customer's willingness to recommend a product is a strong indicator of satisfaction.
CS5	I am satisfied with the company's customer support service.		Huang & Dubinsky (2014) stated that customer support service quality plays an important role in creating a positive customer experience.
CL1	I intend to purchase this product/service again in the future.		Söderlund (2006) stated that repurchase intention is an important indicator of customer loyalty, reflecting the desire to continue using a product/service.
CL2	I would readily recommend this product/service to others.		McMullan (2005) suggests that willingness to recommend a product to others is an important factor in measuring loyalty.
CL3	I feel attached to this brand/product.		Bobălcă, Gatej, & Ciobanu (2012) stated that brand commitment is expressed through trust and long-term attachment to a product/service.

Items Symbol	Consumer survey items	Company management survey items	Academic basis for recommending items
CL4	I do not want to switch to products/services from other brands.		Yuan-yuan (2008) argues that customers' unwillingness to switch to competitors is a clear sign of loyalty.
CL5	I am satisfied with the company's loyalty program.		Bose & Rao (2011) studied customer loyalty programs and found that satisfaction with the program has a significant impact on loyalty.

## Appendix 2. Correlation of SEM model in study 1

Relationship	Estimate
AfterSales_Service <--> Product_Experience	-0.037
AfterSales_Service <--> Customer_Care	-0.067
Complaint_Handling <--> Product_Experience	0.158
Customer_Community <--> Product_Experience	0.127
LongTerm_Value_Commitment <--> Product_Experience	-0.085
Customer_Care <--> Complaint_Handling	0.029
AfterSales_Service <--> Customer_Community	0.035
AfterSales_Service <--> Complaint_Handling	-0.045
LongTerm_Value_Commitment <--> AfterSales_Service	-0.008
Customer_Care <--> Customer_Community	0.003
LongTerm_Value_Commitment <--> Customer_Care	-0.004
Complaint_Handling <--> Customer_Community	0.106
LongTerm_Value_Commitment <--> Complaint_Handling	0.018
LongTerm_Value_Commitment <--> Customer_Community	0.093
Customer_Care <--> Product_Experience	-0.059

### Appendix 3. Results of SEM model in study 1



#### Appendix 4. Correlation of SEM model in study 2

Relationship	Estimate
AfterSales_Service <--> Product_Experience	0.014
AfterSales_Service <--> Customer_Care	0.100
Complaint_Handling <--> Product_Experience	0.028
Customer_Community <--> Product_Experience	-0.074
LongTerm_Value_Commitment <--> Product_Experience	0.023
Customer_Care <--> Complaint_Handling	0.084
AfterSales_Service <--> Customer_Community	0.071
AfterSales_Service <--> Complaint_Handling	-0.081
LongTerm_Value_Commitment <--> AfterSales_Service	-0.089
Customer_Care <--> Customer_Community	-0.004
LongTerm_Value_Commitment <--> Customer_Care	-0.070
Complaint_Handling <--> Customer_Community	0.053
LongTerm_Value_Commitment <--> Complaint_Handling	-0.036
LongTerm_Value_Commitment <--> Customer_Community	-0.030
Customer_Care <--> Product_Experience	0.080

## Appendix 5. Results of SEM model in study 2

