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The Service Experience Designed Factor Affecting Customer Loyalty: A Case Study in The Healthcare Business in Thailand

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Abstract

This study aims to identify service experience design factors affecting patient loyalty in the Thai healthcare industry. This study adopted a quantitative approach to the research process. With quantitative research, online questionnaires and on-site surveys are used. The sample of this study was 385 respondent's healthcare business customers. The analysis included frequency, mean, percentage, standard deviation, and multiple regression analysis. The findings of this study showed that all five service experience design factors affected customer loyalty in the healthcare business in Thailand, with a strong level of agreement. There are (1) identifying touchpoints throughout the organization, (2) evaluating customer experiences at each touchpoint, (3) designing unique experiences, (4) operations and performance measurement, and (5) enhancing experiences into beautiful memories. In addition, the results of the study indicated that the overall experience of service users varies significantly, affecting loyalty in the healthcare industry from health examination services in terms of (1) Repeat service usage, (2) Product loyalty, and (3) Word-of-mouth recommendations with statistical significance (p -value < 0.001). The study's findings showed that the service experience factors affected customer loyalty to the healthcare business in Thailand.

Keywords: Service experience design, Healthcare business, Customer loyalty

Introduction

The changes in the global population, particularly in the structural aspect of industrial development, have led to environmental degradation issues, impacting physical health. Consequently, people are increasingly concerned about their health, affecting the demand for health-related products and services. There is a continuous growth trend

for treatment and prevention, whether in health food businesses or medical service industries. Thailand recognizes the importance of promoting health tourism in line with the National Health Development Plan 12 (2017-2021) under the National Economic and Social Development Plan 12, aiming to strengthen the healthcare system over five years by focusing on improving the health of Thai people through government and private sector collaboration to develop Thailand's healthcare system to meet future challenges.

The increasing demand for healthcare services is evident from the rising number of patients seeking services in the healthcare industry every year, partly due to the growing awareness of healthcare and the increasing demand for medical services, including safe and correct services, knowledge, and satisfaction from service utilization. Additionally, the Global Wellness Institute (GWI) forecasts significant global wellness tourism market growth from \$4 trillion in 2020 to \$11 trillion in 2025, with an average growth rate of 20.9%, indicating the potential for developing the health tourism and medical industry. Moreover, the 12th National Health Development Plan (2017-2021) emphasizes the growing trend of health-related businesses supported by government policies, positioning the healthcare service industry as a target industry for various special economic zones. Furthermore, The Thai government has articulated its continued commitment to bolstering the healthcare industry as part of a strategic initiative to position Thailand as a global hub for medical and wellness services by 2026 (Kasikornbank Public Company Limited, 2019). This vision builds upon prior efforts dating back to 2003, where successive Thai administrations have actively pursued the objective of establishing the country as a leading medical centre within the region. Consequently, this strategic focus has significantly catalysed the expansion of the private healthcare sector and the evolution of the medical tourism domain. Notably, this growth trajectory has been marked by substantial developments across various segments, including the emergence of large private hospitals, specialised medical facilities, diagnostic and treatment centres, and establishments catering to the needs of unwell and elderly individuals. The sustained progress within these sectors can be attributed to the unwavering commitment of service providers to deliver superior-quality care to patients (Kasikornbank Public Company Limited, 2019). Furthermore, the Kasikorn Research Center forecasts that the number of foreign patients visiting Thailand may reach around 3.07 million (patient/visit) in 2024. This represents a steady recovery from the COVID-19 pandemic period, though several factors will continue to influence their purchasing power and travel decisions. In 2024, fly-in patients are expected to mainly include: (1) individuals from the Middle East seeking private medical services, and (2) patients from ASEAN countries, particularly high-purchasing power patients from Cambodia and Myanmar, as well as emerging markets such as Vietnam and Indonesia. For Chinese medical tourists, it is crucial to monitor their travel confidence and China's economic outlook, as these factors could lead some to postpone their trips abroad. Additionally, expat patients have returned to Thailand following the easing

of the pandemic, with their numbers likely to increase in economic zones like Chon Buri, Rayong, and Samut Prakan. However, the government's policies aimed at attracting investment and raising minimum wages need to be closely monitored, as they could impact foreign companies' investment decisions and the future number of expat patients (Kasikorn Research Center, 2003).

In addition, to fortify their long-term viability and augment their market presence, numerous hospitals have embarked on robust investment initiatives to expand their physical infrastructure and commercial reach. This endeavor encompasses activities ranging from enhancing existing facilities to establishing new hospitals and clinics in strategic locales such as regional hubs, tourist destinations, and border regions to cater to the burgeoning demand from neighboring countries (Kasikornbank Public Company Limited, 2019). Agreeing with Bangkok Dusit Medical Services (2024) mentioned the healthcare excellence policy of focusing on the Center of Excellence and Promoting Preventive Care. Thailand is gaining more international patients. They are taking care of their partners and customers and finding new opportunities from CLMV countries (Cambodia, Laos, Myanmar, and Vietnam), Middle Eastern countries, and China. Moreover, some hospitals have pursued strategic partnerships with domestic and international healthcare entities to broaden their referral networks, cultivate new specialized market segments, and enhance their service offerings. Concurrently, several enterprises within the healthcare sector have diversified their revenue streams by diversifying into ancillary areas such as pharmaceuticals, medical supplies, dietary supplements, and cosmetics, as well as the establishment of beauty clinics and elderly care facilities (Kasikornbank Public Company Limited, 2019). Hence, the burgeoning interest in personal health and well-being stands out as a pivotal catalyst propelling the growth trajectory of the healthcare industry.

Nevertheless, service quality emerges as a pivotal determinant of customer expectations. Songsraboon (2019) underscores that the perception of service quality in healthcare hinges upon customer perceptions. Accordingly, healthcare entities, spanning both public and private sectors, strive to augment their service quality and bolster organizational perception. Aligning with Bangkok Dusit Medical Services (2024) explains that the ageing population generates greater demand for healthcare expenditures. Monthly income per household in Thailand increased by 39% during 2007-2019. This would support the growing demand for health care. In addition, Health insurance reduces the financial burden of out-of-pocket expenses. Then, the increasing trend for health insurance will benefit private hospitals. The overarching objective is to attain a competitive edge over rivals and enhance patient satisfaction. In this vein, this investigation integrates the service design paradigm into patient satisfaction enhancement within healthcare enterprises. Furthermore, the hospital market in Thailand is anticipated to generate revenue of US\$10.59 billion in 2024. It is expected to grow at an annual rate of 5.68%

from 2024 to 2029, reaching a market volume of US\$13.96 billion by 2029. In a global context, the United States is projected to lead the hospital market, with expected revenues of US\$1,501.00 billion in 2024. In Thailand, the per capita revenue is estimated to be US\$147.40 in 2024. The hospital market in Thailand is experiencing increasing demand for specialized medical tourism services (Statista, 2024). Then, service design, as conceptualized, transcends the conventional framework by holistically considering the experiences of all stakeholders, not solely limited to service recipients and providers. It encompasses the active engagement of stakeholders across the entire service continuum, thereby fostering the belief that collaborative endeavours at each juncture yield an efficacious service design (Lin et al., 2020; Lu et al., 2020).

Moreover, the multidisciplinary nature of service design precludes its definition from being confined to a singular discipline (Stickdorn et al., 2018; Buchanan, 2001). The underpinnings of service design processes stem from the human-centered design ethos, intending to resolve users' challenges by applying research and design expertise. Service design continually evolves, optimizing experiences for all stakeholders involved in the processes beyond just consumers (Skoldio, 2023). Various tools are available to aid in service design endeavors. Service design specialists advocate for a flexible approach to tool utilization, eschewing rigid adherence to usage guidelines to align with the principles of service design, which advocate for a diverse array of problem-solving and improvement methodologies. Thus, service designers exhibit adaptability in employing tools tailored to the specific objectives of a project (Stickdorn & Schneider, 2012; Lin et al., 2020). Furthermore, From reviewing relevant literature, customer experience management (CEM) is identified as a critical tool for successful marketing communication, as it helps users perceive market information positively, leading to favorable attitudes and behaviors towards products or services. Statistical analysis shows that user experiences significantly influence user loyalty to organizations at all touchpoints, cumulating into an overall user experience that determines the strength of the user's relationship with the organization. Consequently, the findings are expected to provide basic data for managers or strategists in the healthcare service industry in Thailand to improve service quality to meet customers' real needs, thus creating continuous customer satisfaction and desire for future service utilization.

Research Objective

This research aims to identify the service experience design factors that affect customer loyalty in the healthcare industry in Thailand. It adopted a quantitative approach and conducted research with 385 respondents from healthcare business customers in Thailand.

Research Questions

To achieve the objective of this research, the following research question was developed to address this research study of Thailand's healthcare business: "What are the service experience design factors that affect customer loyalty?"

Literature Review

1. Customer Experience Management (CEM)

Customer Experience Management (CEM) is a vital tool in marketing communication that contributes to the success of marketing endeavours by ensuring that customers are informed and perceive marketing-related information positively, leading to favourable attitudes and behaviours towards the products or services offered by businesses (Danthanongkon & Udon, 2006, p. 228). According to Danthanongkon and Udon, Customer Experience Management encompasses all customer encounters with an organisation at every touchpoint, accumulating into a comprehensive experience. This comprehensive experience is a decisive factor in the strength of the bond customers establish with the organisation and its resilience against competitive pressures. The management of customer experiences is predicated on the belief that the Total Experience, which represents the collective positive feelings towards the organisation, forms the core of emotional attachment. This emotional attachment firmly binds customers to the business in both the short and long term. The Total Experience is a culmination of the impressions formed during interactions at various touchpoints designed by the organisation. These touchpoints could be physical spaces such as front offices and service counters, automated service machines, websites, parking lots, waiting areas, or even sales collateral such as brochures. In summary, every customer encounter at each touchpoint of the organisation accumulates into a Total Experience, which serves as the foundation for emotional attachment, thus influencing the strength of the bonds customers establish with the organisation (Danthanongkon & Udon, 2006). There were two steps that were useful for customer experience management. There are followings:

1.1 Integrated Customer Experience Management Model and Components Influencing Customer Experience Management

The Integrated Customer Experience Management Model encompasses the organisation's response to its products, services, processes, and organisational environment, including rational and emotional responses. However, users must perceive the value of what is offered through crucial factors such as Communication, Product, People, Process, and Price (Limmanon, 2007). Customer Experience Management involves six components that influence the management of customer experiences. Feel, Think, Inform, Act, Sense, and Competition exist. In addition, Limmanon (2007) describes these six components as crucial in managing customer experiences. Creating customer experiences involves the process of eliciting perceptions, emotions, and thoughts, leading to

behaviours or actions through sensory perceptions such as sight, smell, sound, and touch. This process aims to create customer experiences that enable them to compare the competitiveness of products and services offered by different competitors (Limmanon, 2007).

1.2 Steps in Entering the Customer Experience Management Process

The steps in customer experience management aim to achieve ultimate satisfaction through a holistic experience, divided into five steps (Danthanongkon & Udon, 2006). (1) Identifying touchpoints throughout the organization: Customer experience management begins with exploring current communication channels between users and the organisation, whether it is in healthcare, equipment, medical devices, etc. Identifying touchpoints throughout the organisation involves examining current communication channels between users and the company, regardless of whether these channels are main offices or branches. Organisations must review all business processes to determine where users interact with the organisation. In the healthcare industry, every touchpoint and service provided, such as location, pricing, interior design, and amenities within the service location, contributes to the user experience. (2) Evaluating customer experiences at each touchpoint: After identifying touchpoints across the organisation, the next crucial step is assessing the experiences at each touchpoint, categorised by user groups. This assessment may focus on touchpoints with the highest interaction volume, ranking the top three touchpoints for each user group. Assessing user experiences at each touchpoint involves selecting those with the highest interaction volume and ensuring they cover the entire user experience from pre-contact, during contact, and post-contact, providing essential data for appropriately designing and improving user care. (3) Designing unique experiences: following the assessment of user experiences at each touchpoint, the next step is branded experience design, utilising assessment data to design services that emphasise distinctive, unique experiences for businesses or brands. Creating distinctive user experiences involves interpersonal interactions between staff and users, personality, service behaviour, attention to detail, and user care. Then, assessment data is utilized to design unique, distinctive experiences tailored to the organisation or each brand's characteristics. Unique experiences involve four key elements: differentiation, value in the user's eyes, attention to detail, and consistency, which are challenging to achieve in the service industry. Therefore, appropriate technology and selecting and training staff adequately for service at each touchpoint are essential. (4) Operations and performance measurement: This step involves systematically designing plans and continuously evaluating user experiences to improve the distinctive, unique experience for the organisation or each brand. The organisation can conduct self-assessments or hire external agencies with expertise and neutrality for assessments, considering perspectives from both users and hospital staff. The organisation may carry out assessments internally or outsource them to external agencies with expertise and impartiality. Furthermore, (5) Enhancing experiences into beautiful memories: It involves creating mechanisms to

help users remember their good experiences with the healthcare business. Emphasis is placed on the first and last steps to make the experience memorable for users. The goal is to ensure that the experiences leave a lasting impression on users.

2. The Service Design Concept

The concept of service design, as elucidated by Stickdorn et al. (2018), pertains to a design approach that prioritises the experiences of all stakeholders involved, not limited to service recipients and providers but encompassing all parties related to the entire service process. This collaborative approach, involving stakeholders at every stage, is believed to yield effective service design, thereby satisfying various entities such as producers, suppliers, distributors, and local communities. Moreover, service design is characterised by its interdisciplinary nature, integrating diverse methods and tools, unlike previous approaches focused on singular methods or tools from specific disciplines. This evolving nature of service design precludes the establishment of a singular, definitive definition as it continues to develop and evolve, fostering various concepts and ideas. Buchanan (2001) supports this perspective, arguing against confining the definition of service design within a specific field due to its inherently multidisciplinary nature. Consequently, the development of service design necessitates the integration of multidisciplinary concepts, as it is not bound by the confines of any single discipline, aligning with Lin et al. (2020) and Stickdorn et al. (2018).

As the Thailand Creative and Design Center (Israsena Na Ayudhya & Treerattanaphan, 2015) articulated, service design is integral to organisational development within a contextual framework. The evolution of service design has progressed from addressing and fulfilling customer needs, starting with 'Service Marketing' focusing on marketing for service-oriented businesses, followed by 'Service Engineering' aiming to provide structured engineering solutions to customers, and 'Service Management' primarily focusing on organisational management. Subsequently, 'Service Science' involves innovating to introduce new service formats, enhancing competitive potential. Finally, 'Service Design' emerges as a comprehensive approach to organisational development, considering all stakeholders involved in service processes, including staff/service providers, customers/service recipients, and other entities or units. Whether approached academically or by agencies such as Thailand Creative and Design Center (TCDC), service design is viewed as an interdisciplinary integration aimed at problem-solving, development, improvement, and innovation, thereby enhancing service value for users and benefiting all individuals involved in the process. This approach aligns with users' desires while contributing to the efficiency and effectiveness of both firms and service designers.

3. Customer Loyalty

3.1 Customer Loyalty Definition and the importance

Oliver (1999) defines loyalty as a solid commitment to repurchase or support a product or service in the future. Loyalty comprises repeat purchasing behaviour and attitudinal commitment. Mowen and Minor (1998) elaborate that loyalty is the positive attitude level of consumers towards a brand, characterised by commitment and a tendency to purchase continuously in the future. Brand loyalty influences consumer satisfaction and dissatisfaction perception, which includes perceived product quality and experience accumulation over time. Hawkins et al. (2001) specify that brand loyalty refers to regular purchases of a specific brand and involves deeper emotional connections, influencing consumers' perceptions and satisfaction levels. Consequently, when consumers perceive genuine value from a product or service and feel satisfied, it increases repurchases and loyalty towards the brand. Loyal consumers tend to seek less additional information to make purchase decisions. Moreover, competitors' marketing strategies may attract loyal customers temporarily through promotional benefits, but they tend to revert to their original brand once the promotional activities cease. Additionally, loyal customers are forgiving if there are deficiencies in the product or service, and they serve as valuable sources of word-of-mouth communication, adding value to the organisation. Thus, positive oral communication from loyal customers can increase future customer volume, thereby contributing more profit to the organisation compared to repeat purchasers.

Moreover, Phonnikorn (2005) asserts that satisfied buyers or those who have become satisfied buyers are more likely to become repeat purchasers. Frequent repeat purchases may transform into committed customers or brand-committed customers. After becoming repeat purchasers, they often do not actively seek additional information, show less interest in competitors' marketing activities, and are more likely to support brand extensions from the brand they are committed to. Moreover, repeat purchases can stem from satisfaction or habitual purchases without a sense of commitment. Furthermore, Lopraditpong (2006) emphasises that customer loyalty is the attitude of consumers towards products and services, which should lead to long-term relationships, anchoring customers to the organisation. Loyalty is not merely repeated purchase behaviour but also encompasses cognitive and emotional aspects and long-term relationships. Repeat purchases do not always indicate loyalty, as several factors can contribute to repeat purchases, such as proximity to residence or workplace, familiarity, lower prices, competitors' mistakes, and past relationships or impressions with the product or service. Then, customer loyalty refers to the feeling of commitment towards a health service business from receiving health check-up services at the Center for Medical Services of Mae Fah Luang University Hospital, Thailand, resulting in repeated service usage, continuity, or recommending others to use health service businesses from the health check-up services of Mae Fah Luang University Hospital. This occurs when customers enjoy the services and wish to participate in various activities. The measurement of customer loyalty

in this research consists of three dimensions: repeat service usage, brand retention, and word-of-mouth recommendation.

According to the importance of customer loyalty, Schiffman and Kanuk (2007) emphasised the significant importance of customer loyalty, as consumers who exhibit loyalty towards a brand contribute to increased market share for businesses. Loyalty towards a brand, stemming from positive attitudes towards the brand, leads to repeated purchases by consumers who have gained familiarity with it and find satisfaction in using it. Marketers are keen on loyalty because brand loyalty can attract consumers to a service and is beneficial for repeat purchases and word-of-mouth recommendations. Managing brands is crucial for building loyalty. Additionally, the idea is that consumers with high premium loyalty tend to have high levels of commitment and repeat purchases, frequently return for services, and often recommend others to use the product or service. However, loyalty towards a brand and a service exhibit distinct characteristics. Service loyalty involves the development of relationships between individuals, such as service providers and recipients, which is a vital component of service that differs from brand loyalty. Service loyalty refers to the willingness of consumers to continue using services from the same provider or company or making repeat purchases and choosing the same provider as their first option, even when other choices are available. This loyalty arises from positive attitudes and behaviours towards the service provider, preventing a shift in behaviour towards using services from other service providers.

3.2 The Components of Customer Loyalty

Lodpradisthpong (2006) stated that measuring customer loyalty can be divided into three dimensions: (1) behaviour dimension, (2) attitude dimension, and (3) mixed dimension. The behaviour dimension of measuring loyalty can be most clearly observed. It can be assessed from behaviours such as regular and repeated purchases or from specific behaviours exhibited by consumers, such as not switching to other brands, recommending products or services to others, speaking positively about them, listening attentively, or defending them when others criticise the brand or service. Repeat usage is an indication of the commitment customers have towards service providers. It involves choosing to purchase from the same service provider regularly, making frequent purchases, and the likelihood of returning for repeat purchases. This behaviour is considered habitual and can be measured using metrics such as repurchase rates, such as when customers purchase the same product at least twice within a specific period, or the percentage of total purchases, which looks at the percentage of purchases made from a particular brand. Next is brand loyalty, which refers to customers' lack of willingness to switch to other brands, even if the service provider increases prices. Customers still choose our services, indicating that price does not affect their choice of service provider, and they are willing to pay more if the service can satisfy them. The next is

Word-of-mouth recommendation and referrals, which involves speaking positively about the service provider and service, recommending it, and encouraging others to be interested in and use the service. Therefore, in this study, the researchers chose the behaviour dimension of customer loyalty to study, as it is the most visible dimension. This dimension comprises three components: repeat service usage, brand loyalty, and recommendations and referrals aspect.

Research Methodology and Data Collection Scope

This study investigates the service experience factors influencing customer loyalty in the healthcare business through a quantitative research approach, employing a questionnaire as the data collection tool. The target population comprises healthcare service users in Thailand. Since the exact population size is unknown, the sample size is determined using Cochran et al. (1953) formula with a confidence level of 95% and an allowable error of 5%. Accordingly, the calculated sample size is 385 individuals, with a confidence level of 95% and an allowable error of 5%. With quantitative research, online questionnaires and on-site surveys are used. The sample of this study was 385 respondent's healthcare business customers. The analysis included frequency, mean, percentage, standard deviation, and multiple regression analysis.

Research Findings

The data analysis concerning the factors related to service experience influencing customer loyalty includes identifying touchpoints throughout the organisation, evaluating customer experiences at each touchpoint, designing unique experiences, implementing and measuring results, enhancing experiences into memorable memories, and assessing opinions on the factors related to service experience influencing customer loyalty as follows:

Table 1 Mean and Standard Deviation of Perceptions on Factors of Service Experience Influencing Customer Loyalty in Identifying Touchpoints throughout the Organization Aspect

The aspect of identifying touchpoints throughout the organization	Level of Agreement			Rank
	$\bar{x}$	S.D.	Meaning	
1. Consistent receipt of healthcare service information affects customer loyalty in service usage.	4.49	0.70	Strongly Agree	1
2. The quality of healthcare services in relation to the price paid affects customer loyalty in service usage.	4.22	0.42	Strongly Agree	3
3. Adequate service space provided by healthcare businesses affects customer loyalty in service usage, such as waiting areas, examination rooms, etc.	4.42	0.49	Strongly Agree	2
Total	4.37	0.32	Strongly Agree	

From Table 1, it is found that the sample group has the highest overall perception regarding the factors of service experience influencing customer loyalty in identifying touchpoints throughout the organization ($\bar{x}=4.37$). Upon further consideration, it is observed that each aspect of identifying touchpoints throughout the organization has the highest average rating. They are ranked as follows: The first is the regular receipt of healthcare service information, which affects customer loyalty in service usage ($\bar{x}=4.49$). The second is healthcare businesses providing adequate service space, which affects customer loyalty in service usage, such as waiting areas and examination rooms ($\bar{x}=4.42$). The third is the quality of healthcare service in relation to the price paid, which affects customer loyalty in service usage ($\bar{x}=4.22$).

Table 2 Mean and Standard Deviation of Factors Affecting Customer Loyalty in Evaluating Customer Experience at Each Touchpoint

The aspect of evaluating customer experiences at each touchpoint	Level of Agreement			Rank
	$\bar{x}$	S.D.	Meaning	
1. Receiving appropriate information or advice from healthcare experts throughout the healthcare service contributes to customer loyalty in service usage.	4.39	0.51	Strongly Agree	3
2. Having appropriate and systematic service processes that are not overly complicated affects customer loyalty in service usage.	4.30	0.48	Strongly Agree	4
3. Healthcare service considers your health as a top priority, affecting customer loyalty in service usage, such as managing chronic illnesses, medication usage, and overall physical condition.	4.40	0.50	Strongly Agree	1
4. Detailed inquiries about health information for appropriate healthcare service provision influence customer loyalty in service usage.	4.40	0.51	Strongly Agree	1
Total	4.37	0.31	Strongly Agree	

From Table 2, it is found that the sample group has opinions regarding service experience factors influencing customer loyalty in service usage. Overall, the assessment of customer experience at each touchpoint is at the highest ($\bar{x}=4.37$). Upon considering specific findings, the assessment of customer experience at each touchpoint is consistently at the highest level. The rankings are as follows: the first is healthcare service prioritizing your health as crucial, affecting customer loyalty in service usage, such as managing chronic illnesses, medication usage, and overall physical condition ($\bar{x}=4.40$). Followed by detailed inquiries about health information for appropriate healthcare service provision influencing customer loyalty in service usage ($\bar{x}=4.40$). The third is receiving appropriate information or advice from healthcare experts throughout the healthcare service, impacting customer loyalty in service usage

($\bar{x}$ =4.39). Lastly, having appropriate and systematic service processes that are not overly complicated influences customer loyalty in service usage ($\bar{x}$ =4.30).

Table 3 Mean and Standard Deviation of Factors Influencing Service Experience that Impact Customer Loyalty in the Designing Unique Experience Aspect

The aspect of designing unique experiences	Level of Agreement			Rank
	$\bar{x}$	S.D.	Meaning	
1. Receiving health care services from knowledgeable personnel influences customer loyalty in service usage.	4.41	0.50	Strongly Agree	1
2. The readiness of personnel in providing health care services affects customer loyalty in service usage.	4.31	0.47	Strongly Agree	4
3. Empathy from service providers in health care affects customer loyalty in service usage.	4.33	0.47	Strongly Agree	3
4. Attentiveness of personnel both before and after receiving health care services influences customer loyalty in service usage.	4.36	0.49	Strongly Agree	2
Total	4.35	0.30	Strongly Agree	

Table 3 shows that the sample group has opinions regarding service experience factors that influence customer loyalty in service usage, with overall unique experience design being at the highest level ($\bar{x}$ =4.35). Upon considering the specific findings, the rankings for overall unique experience design are as follows: the top-ranking factor is receiving health care services from knowledgeable personnel, influencing customer loyalty in service usage ($\bar{x}$ =4.41); the second-ranking factor is the attentiveness of personnel both before and after receiving health care services, influencing customer loyalty in service usage ($\bar{x}$ =4.36); the third-ranking factor is empathy from service providers in health care, influencing customer loyalty in service usage ($\bar{x}$ =4.33); and the fourth-ranking factor is the readiness of personnel in providing health care services, influencing customer loyalty in service usage ($\bar{x}$ =4.31).

Table 4 Mean and Standard Deviation of Opinion Factors on Service Experience Influencing Customer Loyalty in Operations and Performance Measurement Aspect

The aspect of operations and performance measurement	Level of Agreement			Rank
	$\bar{x}$	S.D.	Meaning	
1. Freely expressing opinions regarding healthcare services through various channels of communication affects customer loyalty in service usage.	4.42	0.50	Strongly Agree	1
2. Willingness to listen to your feedback regarding healthcare services influences customer loyalty in service usage.	4.25	0.44	Strongly Agree	3
3. Impressions upon receiving healthcare services affect customer loyalty in service usage.	4.38	0.49	Strongly Agree	2
Total	4.26	0.23	Strongly Agree	

Table 4 shows that the sample group has opinions regarding factors related to service experience that greatly influence customer loyalty in service usage in terms of overall operations and performance measurement ($\bar{x}=4.26$). When considering specific findings, the operations and performance measurement aspects are at the highest average level. They are ranked as follows: The ability to freely express opinions about healthcare services through various communication channels influences customer loyalty in service usage ($\bar{x}=4.42$). Next, impressions upon receiving healthcare services influence customer loyalty in service usage ($\bar{x}=4.38$). The last is the willingness to listen to your feedback regarding healthcare service influences customer loyalty in service usage ($\bar{x}=4.25$).

Table 5 Mean and Standard Deviation of Factors Influencing Customer Loyalty in Service Experience Regarding Enhancing Experiences into Beautiful Memories

The aspect of enhancing experiences into beautiful memories	Level of Agreement			Rank
	$\bar{x}$	S.D.	Meaning	
1. Introducing new services by healthcare providers influences customer loyalty in service usage.	4.39	0.57	Strongly Agree	1
2. Physical examinations conducted by healthcare service providers before administering healthcare services to you impact customer loyalty in service usage.	4.26	0.44	Strongly Agree	4
3. Detailed explanations of service conditions provided by healthcare service providers affect customer loyalty in service usage.	4.36	0.49	Strongly Agree	2
4. Healthcare service providers delivering impressive service contribute to customer loyalty in service usage.	4.33	0.48	Strongly Agree	3
Total	4.33	0.30	Strongly Agree	

Table 5 shows that the sample group has opinions regarding factors in the service experience that influence customer loyalty overall at the highest level ($\bar{x}=4.33$). When considering each finding, enhancing experiences into memorable memories has an average value at the highest level. They are ranked as follows: Introducing new services by healthcare providers influences customer loyalty in service usage ($\bar{x}=4.39$). Next, the detailed explanations of service conditions provided by healthcare service providers affect customer loyalty in service usage ($\bar{x}=4.36$). Then, healthcare providers delivering impressive service contribute to customer loyalty in service usage ($\bar{x}=4.33$). The last is physical examinations conducted by healthcare service providers before administering healthcare services to you impact customer loyalty in service usage ($\bar{x}=4.26$).

Table 6 Preliminary agreement results of the variance of factors affecting user experience influencing loyalty in healthcare businesses, disaggregated by each variable

The variability of user experience factors affects customer loyalty	F	df1	df2	p-value
Repeated service usage	1.17	61	119.45	0.231
Non-switching of products	0.91	61	121.01	0.650
Word-of-mouth recommendation	1.60	61	102.93	0.018

From Table 6, the preliminary examination of the variability of the experience factors of service users affecting loyalty in the healthcare business, categorized by each variable using Levene's Test of Equality of Error Variances, reveals the following: Repeated service usage shows no significant difference in variability (p -value = 0.231). Non-switching of products shows no significant difference in variability (p -value = 0.650). Word-of-mouth recommendation exhibits statistically significant differences in variability (p -value = 0.018), although the F-value is not significant ($F = 1.60$). Therefore, the preliminary agreement can be accepted.

Table 7 Analysis of Service User Experience Factors Affecting Loyalty in the Healthcare Business in Thailand

Customer loyalty in the healthcare business from healthcare services	Value	F	p-value
Service User Experience	0.00	17718.11 ^b	0.000*
Identification of Touchpoints Throughout the Organization	0.91	1.68	0.067
Evaluation of Customer Experience at Each Touchpoint	0.91	1.83	0.041*
Designing Unique Experiences	0.87	2.59	0.002*
Implementation and Measurement	0.91	2.42	0.011*
Enhancing Experiences to Beautiful Memories	0.85	2.43	0.002*

Note. *Multivariate Tests (Multiple Regression) at a level of 0.05

Table 7 presents the results of analyzing the factors influencing service users' loyalty in the Thailand healthcare industry (regarding repeat service usage, product loyalty, and word-of-mouth recommendations). The overall experience of service users varies significantly, affecting loyalty in the healthcare industry from health examination services (in terms of repeat service usage, product loyalty, and word-of-mouth recommendations) with statistical significance ($p\text{-value} < 0.001$). Hypothesis testing reveals that the factors of service user experience significantly impact loyalty in the healthcare industry in Thailand (in terms of repeat service usage, product loyalty, and word-of-mouth recommendations) with statistical significance ($p\text{-value} < 0.001$). This confirms the hypotheses

Discussion

From the study results on service experience factors, including overall service touchpoints identification across the organization, assessment of customer experience at each touchpoint, unique experience design, operations, measurement, and embellishment of experiences into memorable memories, it is found that every aspect has the highest level of satisfaction among the sample group. This could be attributed to the current healthcare service provision in Thailand, which offers sufficient service space, uncomplicated service procedures, thorough service condition explanations prior to receiving services, consistent health examination information dissemination to service recipients, detailed and appropriate advice provided by experts during service reception, as well as almost every establishment providing opportunities for service recipients to express their opinions on services to reflect overall service freely. Consequently, all aspects of service experience factors have the highest level of satisfaction among the sample group.

Regarding the study of service experience factors affecting loyalty in the healthcare industry, it is found that the overall experience of service users significantly differs, affecting loyalty in the healthcare industry with statistical significance ($p\text{-value} < 0.001$). This may be because user experience management is based on the belief that the overall experience is the heart of fostering positive feelings towards each other, forming solid ties between service users and businesses in the short and long term. This implies that poor management of each aspect of experience may also affect loyalty in the business. This finding aligns with the study by Chayootkhan and Tipparat (2018), which explored the influence of customer experience management on customer loyalty in beauty clinic businesses. The study found that experience management significantly influences customer loyalty, indicating that the experience users receive at each touchpoint cumulates into an overall experience, serving as a criterion for the strength of the bond's users have with the organization. This is consistent with the study conducted by Suriyawong et al. (2022), which examined the causal relationship between electronic service quality and customer experiences on customer satisfaction and loyalty in online fashion retail businesses. It was

found that customer experiences have a direct positive influence on customer loyalty, and customer satisfaction has a direct positive influence on customer loyalty in online fashion retail businesses. Additionally, it aligns with the study by Khunwanich and Tarnittanakorn (2017) conducted a study on the influence of service quality, experiential value received from salespersons, and risk reduction by salespersons on customer loyalty in pharmacies in Bangkok and its vicinity. They found that experiential value received from salespersons regarding economic value, service efficiency, service excellence, and good interpersonal relationships did not statistically affect customer loyalty in pharmacies in Bangkok and its vicinity. Therefore, it can be concluded that service experience factors significantly influence customer loyalty. These factors include touchpoint identification across the organization, assessment of customer experience at each touchpoint, unique experience design, operations, measurement, and embellishment of experiences into memorable memories. Furthermore, service user experience factors also influence loyalty in the healthcare industry (in terms of repeat service usage, product loyalty, and word-of-mouth recommendations) in Thailand, with statistically significant differences found (p -value < 0.001).

Recommendations

1. Recommendations for Utilizing Research Findings: The study reveals that service experience factors significantly influence customer loyalty in the healthcare business. Therefore, healthcare business operators should continuously develop and enhance customer service experience promotion methods. This approach will help maintain customer loyalty, providing a competitive advantage for the business.

2. Recommendations for Future Research: This study on developing service experience design for healthcare businesses employed only quantitative research methods. Thus, it is recommended that qualitative research be included to further explain the patterns of customer loyalty behavior in the healthcare industry. Additionally, other experiential service factors influencing customer loyalty should be explored within different contexts.

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