

## Perception of Customer Experience Towards Customer Loyalty in Online Food Delivery Services in Thailand: Exploring in Generation Z

Jennisa Srichroen, Jirayut Pitanon, Onpreeya Chompu,  
Kanjanasit Chinnapha, Kwanporn Boonnag, Krittipat Pitchayadejanant\*\*,  
Manuele Mambelli and Parinya Nakapthom\*

Burapha University International College, Thailand

E-mail: jennisa.jn29@gmail.com, jirayut@go.buu.ac.th, 61110015@go.buu.ac.th,  
kanjanasit@go.buu.ac.th, boonnag.k@gmail.com, krittipat@go.buu.ac.th\*\*,  
manuele.ma@go.buu.ac.th, parinyan@go.buu.ac.th\* and 63110291@go.buu.ac.th

\*First author

\*\*Corresponding author

(Received: 17 June 2023, Revised: 21 October 2023, Accepted: 31 October 2023)

<https://doi.org/10.57260/remj.2024.266141>

### Abstract

The relationship between customer experience towards customer loyalty in online food delivery services in Thailand has been the subject of a few studies on customers in Generation Z. This study aims to explore the effect of the perception of customer experience, customer satisfaction, and customer loyalty, focusing on Generation Z in online food delivery service. The samples are randomly selected from 400 respondents from Generation Z in Thailand. This analysis uses quantitative research and statistical assessment, including descriptive statistics, Exploratory Factor Analysis (EFA), and Linear Regression Analysis. The result of EFA indicates that the perception of customer experience is identified by 3 factors: namely 1) food quality, 2) convenience and reliability of service, and 3) price. Moreover, the linear regression analysis shows that food quality, convenience and reliability of service, and price are significant motivating factors of customer satisfaction. As a result, customer satisfaction has a positive effect on customer loyalty.

**Keywords:** Customer experience, Customer loyalty, Online food delivery service

### Introduction

Thailand's food service industry is one of the largest in the Southeast Asian region. Consumption of ready-made food is growing fast due to the increased tourism activity in the country. The number of international tourist arrivals to Thailand increased from 6.7 million in 2020 to 11.15 million in 2022. (Mordor Intelligence, 2023).

Due to the COVID-19 pandemic, the majority of food service establishments have suffered serious economic damage. Various adaptive approaches were implemented during this period for business survival. Online food delivery services through popular applications were among the main methods to face the crisis. This tactic is growing significantly in every country around the world, and it is generating tremendous income for many food service

establishments, especially those in the food delivery supply chain. The amount of food orders via online applications in Bangkok has grown exponentially to over 20 million transactions in the year 2020 alone. During COVID-19, customers preferred to stay at home to work, study, and relax rather than to be out (Yeo et al., 2017). In addition, the COVID-19 outbreak has disrupted customer behavior, with meal consumption changing from visiting restaurants to purchasing and ordering food using online platforms.

Nevertheless, the food service sector and online food delivery businesses should focus on customers' demands and design profitable online content (Sriram et al., 2021). Customer behavior changed rapidly based on the different lifestyles of individuals. Therefore, online food delivery implications need to be timesaving and more convenient (Liu, 2019). These online platforms work alongside thousands of food suppliers, offering expediency and quality food that is delivered straight to consumers. There are a variety of choices that customers can choose in online food delivery with various promotions and cheap prices. Food service establishments can gain more revenue from online food delivery. The top 3 food delivery services in Thailand are Grab Food, Food Panda, and Line Man. In 2020, the market for online food delivery was expected to be wider because of the COVID-19 pandemic. Under these circumstances, online food delivery services have developed in terms of efficiency, productivity, automated company policies, and digitized payment to support the customers' expectations and customers' requirements.

All food service establishments are competing against one another to gain more to attain a competitive advantage. Many food service providers are trying to increase customer satisfaction and loyalty to maintain customer relationships. One of the factors that affect customer satisfaction is the customer's own experience when undergoing online food delivery. Managing customer experience is one of the keys to achieving great customer satisfaction (Jain et al., 2017). Food quality, service, time, and price are among the many elements of the customer experience that affect purchasing choices for online food delivery. When customers experience online food delivery, they experience food quality, convenience, and reliability of service, price, and time (Ganapathi & Abu-Shanab, 2020; Jain et al., 2022; Yeo et al., 2017). These factors affect their decisions about whether they will repeat the purchase or not.

This study examined factors of customer experience and perception, focusing on Generation Z, in terms of customer satisfaction and customer loyalty in online food delivery services in Thailand. In addition, this research emphasized the valuable information for online food delivery companies. Most importantly, this will further develop constructive guidelines to enhance business performance in the online food delivery industry in Thailand.

## **Research Objectives**

1. To explore the perception of customer experience factors affecting customer satisfaction in online food delivery services.
2. To identify the relationship between customer satisfaction and customer loyalty in online food delivery services.

## **Literature review**

### **1. Customer experience**

Creating a strong customer experience is now a leading management objective because customer experience is the whole experience that the customer has when buying a product (Jain et al., 2017). Firms should focus on the customer experience that arises because customers interact with firms through myriad touch points in various channels and media, resulting in more complex customer journeys (Lemon & Verhoef, 2016). Consequently, customer

satisfaction is determined by the whole process when the customer purchases the products (Jun et al., 2022). The perceived usefulness affecting customers' intention and the positive relationship between social influence and customer attitude are among the key success factors in online food delivery services. When purchasing online food delivery, the process from selecting the food to receiving the food is considered the whole experience. Some attributes of customer experience when purchasing online food delivery such as food quality, service, time, and price need to be examined.

### **1.1 Food quality**

Food quality can be referred to as the quality of the food attributes of taste, texture, food presentation, and freshness. This is important because the main product of the food industry is the food itself, and the food must achieve both appeal and safety standards for consumption. Many consumers are concerned about the ingredients that make up the actual food, how food is prepared, and its nutritional value. According to Ganapathi & Abu-Shanab (2020), the attributes that determine the quality of food are the taste of food, which is considered as an expected quality characteristic before purchase and an experienced quality characteristic after purchase; hygiene and freshness elements, such as food temperature and nutritional value, and food presentation.

The description of the food quality concept is evaluated through food quality before and after purchase. Food quality can be described as an essential aspect that affects the consumer experience in buying food. Moreover, similar findings in the context of cultural tourism indicate that there are some influences of the quality of specialty food as well as of edible souvenirs on consumer satisfaction. Although there are different concepts and processes between online food delivery (OFD), restaurants, and food tourism, it is necessary to analyze the role of food quality in the accomplishment of the online food delivery (OFD) business. Consumer preferences in food choices are based on sensory characteristics such as taste and texture and non-sensory characteristics such as health, religion, and ethics. Other considerable indicators of food quality consist of presentation, variety, healthier options, taste, freshness, and temperature (Sjahroeddin, 2018).

### **1.2 Convenience and reliability**

Service is important for customers to decide whether they will choose the product or not. As cited in Ganapathi & Abu-Shanab (2020), online service quality is the way the service providers offer service to the customer. Online food delivery is constructed to make it easier, faster, and more convenient to order food, but also to transmit reliability. A key factor of motivation is convenience, identified by the customers using e-commerce as the ease of ordering, paying, and receiving the products conveniently at their doorsteps. A study (Yeo et al., 2017) found that there was a positive influence between convenience and customer satisfaction. The development of food service applications that provide customers with various food choices and their convenient design generated by advanced technology allows customers to choose food and meals through delivery services without having to leave their own homes and go outside (Saad, 2020).

Online food delivery service providers must be reliable and generate customers' trust. The time of delivery is significant because quick delivery with good products indicates that the service is reliable. Online food delivery is preferred by customers for its fast speed service and precision. Approximately 70% of online food delivery orders are delivered to common households, which means this target group is the main market for online food delivery (Yeo et al., 2017). Many people prefer to be at home and are not eager to spend time going out for food or waiting at restaurants just to consume food. It is vital for service providers to offer and maintain quick service to satisfy customers. In addition, online food delivery payment is

accomplished by online banking applications that must feature safety and reliability for the consumers' peace of mind.

### **1.3 Price**

Price is another significant property from a consumer's viewpoint. Consistent demand for a given price functions as an indicator to determine consumer experience with goods or services. Price determines the purchase decision of the customer (Ganapathi & Abu-Shanab, 2020). Price-saving orientation not only gives customers a chance to save money but it also results in the industry's attempts to lower the cost of purchasing a product. Customers are attracted to lower prices (Yeo et al., 2017). Consumers want to make the best decision in choosing products and services that contribute to maximum beneficial consumer satisfaction with the lowest price.

In the food service industry, there are many market segments, and each of them has its own preferred ranges of food quality and price. In some cases, price is not the most important factor for customers in choosing the food they order. Customers also tend to give more consideration to other factors, such as quality or nutritional values. If the nutritional value of a food product has a higher priority, then price is not an issue. As a result, the customers would be willing to purchase a more expensive food product. In addition, for other segments the lower the price, the more likely customers are to spend and select the food item. Online customers can compare prices easily and select the one that tends to provide the most beneficial customer satisfaction (Yeo et al., 2017). Today, by comparing one food service website to another, consumers can select more affordable food products and services that meet the demands of everyone.

## **2. Customer satisfaction and customer loyalty**

In the market discipline, customer satisfaction is one of the most studied and widely recognized topics. Customer satisfaction plays a prominent role in the competitiveness of e-commerce because of its influence on retaining old customers as well as attracting new customers. Satisfaction is a core determinant in the customers' decisions to continue or end their relationship with the products or services. In online purchasing, customer satisfaction is one of the important key factors, leading to growing customer retention, and maintaining a long-term increase of online stores and intentions to repurchase (Tandon et al., 2017).

Ganapathi & Abu-Shanab (2020) stated that satisfaction is achieved when the customers fulfil their needs and desires. Even though satisfaction is a subjective evaluation of a product based on customers' expectations, we assume that if actual customers' experiences exceed customer expectations, then customers will be satisfied. Satisfaction affects customer loyalty. It can lead to continuing purchase loyalty and increase the probability for customers to recommend certain food service establishments to their friends and family which improves the food service business's growth prospects. On the other hand, dissatisfied customers may deliver negative reviews and might not proceed to make the next purchase. Therefore, customer satisfaction is regarded as an influential goal in online food delivery, as it helps to maintain existing customers, attract new potential customers, and achieve the establishment's objective: customer loyalty.

## **3. Online food delivery services**

Advanced technology has been used in the food production process and is now being used for the distribution of food delivery services. The growth of modern technologies has allowed all food service businesses to reach more customers and generate additional profits. This helps food service businesses to increase productivity, raise accuracy, and create more customer engagements and interactions. This is especially true for online food delivery services that have begun with online food ordering and have evolved into a separate significant food

business model (Jun et al., 2022). In addition, the Internet has become a reliable instrument to promote business more effectively. Recently, the use of the Internet and technological devices like mobile phones and tablets is growing rapidly. Online food delivery service has become popular and is commonly exercised, especially by young people. The increase in popularity also led to an increase in competitiveness in the food service industry (Ganapathi & Abu-Shanab, 2020).

In Thailand, there are three main players in the online food industry. They are Grab Food, Line Man, and Food Panda (Fitch Solutions, 2020). The online food ordering process requires opening a web page or mobile application (Ganapathi & Abu-Shanab, 2020). Customers need to register and sign in to make the order. On the other end, food service establishments, online delivery services, and customers will obtain information on any transactions that may occur. For restaurants, this method of sign-in helps them to know customers' preferences better and track the loyalty of the customer as all data and information are recorded. After the sign-in process, customers can select the types of food they want by completing the transactions. The payment is executed through two different methods: (1) online payment or (2) cash payment through the food delivery riders. The process begins with a food delivery rider picking up the food from the restaurant and delivering it to the customers. At the end of the transactions, customers can rate different delivery service criteria. This will help food service establishments and food delivery service players to achieve organizational goals and gain competitive advantages.

#### **4. Generation Z**

Generation Z is the people who were born in the years 1997 to 2010, As of now, Generation Z ranges in age from 13 to 26. Moreover, this generation was the first generation to have never known a world without the Internet and smartphones, making them true digital natives. However, Generation Z is vital to consider the global events that have shaped their worldview. Having already lived through numerous economic crises, the rise of the Internet, climate change, and the COVID-19 pandemic, Generation Z has arrived in the consumer landscape with unique characteristics and expectations of brands. (Mintel Group Ltd., 2023)

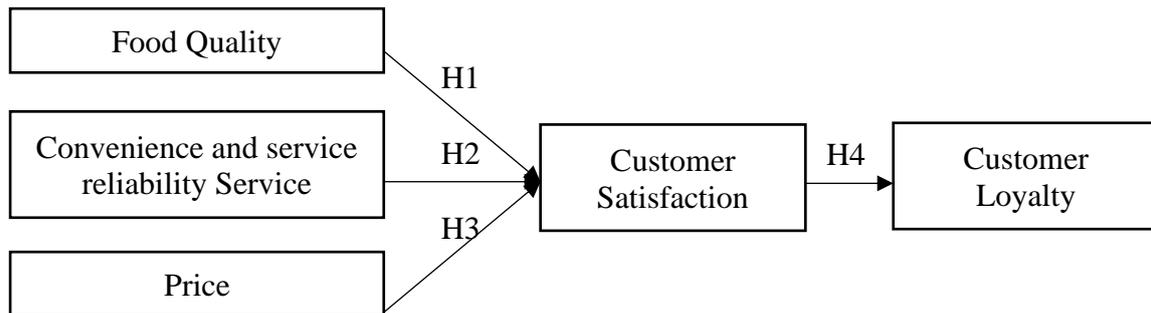
Generation Z is similar in many ways to other generations, but businesses stand to lose out if they fail to optimize their marketing and promotion techniques for Generation Z. There are three key points to keep in mind: 1) Generation Z consists of pragmatic, informed consumers, so you need to offer them products and promotions with real value 2) Generation Z is very socially aware, so you should be thinking of ways to become a more responsible brand and 3) Generation Z consumers switch between channels frequently, so you should consider implementing an omnichannel strategy (Bewicke, 2023). Moreover, Generation Z is becoming increasingly powerful in terms of purchasing power and disposable income.

Mintel Group Ltd. (2023) informs that Generation Z isn't the generation that craves healthy eating. Instead, they have adventurous palates and embrace food that stimulates their senses, partly driven by their early exposure to international flavors. The monthly subscription service offered by Universal Yams, which delivers a selection of snacks from different countries, is an example of how to successfully serve Generation Z's love of discovering new flavors.

## Methodology

### Conceptual framework and research hypothesis development

From numerous studies, a concept research framework was developed, consisting of personal factors, customer satisfaction, and customer loyalty in online food delivery services. The following hypothesis was developed:



**Figure 1** Conceptual framework and hypothesis (Source: Researcher, 2023)

H1: Food quality has a positive effect on customer satisfaction in online food delivery services.

H2: Convenience and service reliability have a positive effect on customer satisfaction in online food delivery services.

H3: Price has a positive effect on customer satisfaction in online food delivery services.

H4: Customer satisfaction has a positive effect on customer loyalty in online food delivery services.

To design the customer experience based on customer satisfaction and loyalty in online food delivery, information and data were obtained by using a questionnaire consisting of five parts. The first part focused on general information such as gender, status, and occupation. Part two identified customer behavior, including money spending, usage frequency of online food delivery, and online food delivery providers. The third part of the questionnaire explored perception factors for customer experience, including 3 attributes namely: (1) food quality, (2) convenience and service reliability, and (3) price. The fourth part of the questionnaire identified customer satisfaction and customer loyalty in online food delivery. The ending section of the questionnaire focused on recommendations and customer perspectives toward online food delivery service.

The research questions were designed based on scales selected from prior research on the three main components food quality, convenience, and reliable service and price. These items included 12 closed questions using a 5- 5-point Likert scale ranging from 1-5, with 5 as very high satisfaction, 4 as satisfaction, 3 as neutral, 2 as low satisfaction, and 1 as very low satisfaction.

Indexes of Item-Objective Congruence (IOC) from three experts and Cronbach's alpha coefficient of the entire questionnaire were evaluated for content validity and reliability. The result illustrates that the Item-Objective Congruence was 0.68, and Cronbach's alpha coefficient was 0.87.

After that, the questionnaires were distributed to groups of Gen Z consumers, both males and females in Thailand from 1 to 30 December 2022. With the size of the population undefinable, the sample size is calculated at a 95% confidence level and 5% margin of error

equal to 385 samples. The applicable sample should be at least 385. This study collected 400 samples.

Data analysis was completed by using a statistical program for social sciences (SPSS). Data were evaluated by using a range of statistical techniques. Frequencies and percentage score for the nominal variable. General information of samples was summarized. The customer experience factor was analyzed by Exploratory Factor Analysis (EFA). Factor analysis is normally applied to explain the number of measured variables with a smaller number of underlying factors, so-called 'latent variables' (Henson & Robert, 2006). It can be divided into two steps known as factor extraction and factor rotation. Subsequently, the perception of customer experience towards customer satisfaction and customer loyalty at the online food delivery level were analysed and evaluated by Linear Regression Analysis.

## Results

The socio-demographic variables are presented in Table 1, which shows that 74.8% of the respondents were female, and 25.20% were male. 98.50% of respondents were single and 88% were students.

**Table 1** Socio-demographic (N=400)

Socio-demographic		Number of respondents	Percentage of the sample
<b>Gender</b>	Male	101	25.20
	Female	299	74.80
<b>Status</b>	Single	394	98.50
	Married	6	1.50
<b>Occupation</b>	Student	352	88.00
	Business owner	48	12.00

According to Table 2, most of the respondents, 73.50%, spent money on online food delivery per time less than 300 baht. Moreover, most respondents, 58.40%, used online food delivery 1-2 times per week. They preferred to order online food delivery from Grab Food, Food Panda, Line Man, and others at 76.75%, 30%, 26.5%, and 3.25%, respectively.

**Table 2** Respondent Behavior (N=400)

Respondent Behavior	Characteristic	Number of respondents	Percentage of the sample
<b>Money spending for online food delivery per time (Baht)</b>	Less than 300	294	73.50
	300- 600	82	20.50
	600-900	10	2.50
	900-1,200	5	1.30
	More than 1,200	9	2.30
<b>Frequency of using online food delivery</b>	1-2 times/week	234	58.40
	3-4 times/week	113	28.30
	5-6 times/week	32	8.00
	More than 7 times/week	21	5.30
<b>Online food delivery providers</b>	Line Man	106	26.50
	Grab Food	307	76.75
	Food Panda	120	30.00
	Other	13	3.25

Table 3, the quantitative survey consisted of 12 items conducted to assess factors that are influenced by the perception of customer experience in online food delivery. Exploratory Factor Analysis (EFA) was applied to this study. They are analyzed and regrouped into 3 factors, which were food quality (Eigenvalues = 2.495 and Variance = 20.794), convenience and reliability service (Eigenvalues = 2.528 and Variance = 21.064), and price (Eigenvalues = 2.628 and Variance = 21.902).

**Table 3:** The Perception of Customer Experience Factors

Factor	1	2	3
<b>Factor 1: Food quality</b> (Eigenvalues = 2.495 and Variance = 20.794)			
Food is hot and fresh	.818		
The menu has a variety of food items	.795		
Food is tasty	.658		
The appearance of the food I ordered online is attractive	.620		
<b>Factor 2: Convenience and reliability service</b> (Eigenvalues = 2.528 and Variance = 21.064)			
The process of ordering online food is easy and can be done quickly		.804	
The system application of online food delivery is working well		.763	
I feel secure doing transactions online		.730	
Online food delivery helps me to save time and accomplish things more quickly		.625	
<b>Factor 3: Price</b> (Eigenvalues = 2.628 and Variance = 21.902)			
Saving money by using online food delivery			.839
Collecting points in online food delivery to get free food			.791
Online food delivery offers good value			.790
Searching for cheap food deals in online food delivery			.620

Factor 1 was labeled as 'Food Quality' (Eigenvalues = 2.495 and Variance = 20.794), which consisted of four items, 1) Food is hot and fresh, 2) The menu has a variety of food items, 3) Food is tasty and 4) The appearance of the food I ordered online is attractive. It presented the factor loading in 0.818, 0.795, 0.658 and 0.620, respectively.

Factor 2 also represented four items, covering 1) The process of ordering online food is easy and can be done quickly, 2) The system application of online food delivery is working well, 3) I feel secure doing transactions online and 4) Online food delivery helps me to save time and accomplish things more quickly. It presented the factor loading in 0.804, 0.763, 0.730 and 0.625, respectively, which was named as 'Convenience and Reliability Service' (Eigenvalues = 2.528 and Variance = 21.064).

Factor 3, labeled as 'Price' (Eigenvalues = 2.628 and Variance = 21.902), deals with four items, namely 1) Saving money by using online food delivery, 2) Collecting points in online food delivery to get free food, 3) Online food delivery offering good value and 4) Searching for cheap food deals in online food delivery. It presented the factor loading in 0.839, 0.791, 0.790 and 0.620, respectively.

**Table 3** Linear regression between customer experience and customer satisfaction

Factors	Unstandardized coefficient	Standard error	Standardized	P-Value
Food quality - Customer satisfaction	0.277	0.042	0.244	0.00**
Convenience and reliability service - customer satisfaction	0.378	0.044	0.324	0.00**
Price - customer satisfaction	0.332	0.29	0.411	0.00**

\*\*significance level < 0.05

According to Table 3, all attributes affect customer satisfaction. Food quality affects customer satisfaction ( $\beta=0.244$ , P-Value=0.00). Convenience and reliability of service are the second effects of customer satisfaction ( $\beta=0.324$ , P-Value=0.00). Price has a significant effect on satisfaction ( $\beta=0.411$ , P-Value=0.00).

**Table 4** Linear regression between customer satisfaction and customer loyalty

Factor	Unstandardized coefficient	Standard error	Standardized	P-Value
Customer satisfaction - Customer loyalty	0.809	0.038	0.729	0.000**

\*\*significance level < 0.05

From Table 4, customer satisfaction affects customer loyalty ( $\beta=0.809$ , P-Value=0.00). It shows that the attributes of customer experience, which are food quality, convenience and reliability service, and price affect customer satisfaction positively since the P-value is less than 0.05. Customer satisfaction also affects customer loyalty positively.

**Table 5** Summary of research hypothesis

Hypotheses	Result
H1: Food quality has a positive effect on customer satisfaction in online food delivery services.	Accepted
H2: Convenience and reliable service have a positive effect on customer satisfaction in online food delivery services.	Accepted
H3: Price has a positive effect on customer satisfaction in online food delivery services.	Accepted
H4: Customer satisfaction has a positive effect on customer loyalty in online food delivery services.	Accepted

## Discussions

The experience perceived by customers when using online food delivery affects customer satisfaction positively. The findings show that price is the attribute of customer experience that has the highest score in affecting customer satisfaction. Customers like to search for cheap deals online and online food delivery is good value for money. Online food delivery service also provides point collection promotions, so it makes the purchasing experience more interesting. Moreover, customers prefer the good value for money that is offered in online food delivery (Yeo et al., 2017). Special promotions and the ability to collect points make customers satisfied with online food delivery service usage. In addition, Generation Z in Thailand also supports online food business models that have started to increase dramatically in the online food delivery services industry (Jun et al., 2022).

Moreover, convenience and reliable service generate customer satisfaction when using online food delivery services. The safety featured payment, easily usable online food delivery, and the time delivery affect customer satisfaction. Customers can choose from various online food delivery service platforms, the one that they find the most user-friendly. On the other hand, if online food delivery is difficult to implement or the payment is unsecured, customers may not continue to purchase and are not willing to complete the transaction. As stated by Yeo et al. (2017), customers like online food delivery because it is punctual and timesaving. The delivery time must be short and punctual as much as possible to ensure that food quality and its appearance are still at a satisfactory level.

In addition, food quality affects customer satisfaction. The taste of food, freshness, food presentation, and variety of menu items also influence customer satisfaction. Food quality has a lower score because the food must be delivered to the customer's households and during the delivery process, the quality of the food may be decreased. However, Tandon et al. (2017) stress that satisfied customers are more likely to become loyal and tend to make more purchases in the future. That is aligned with other related research which shows that customer satisfaction is an important factor that leads customers to repeat purchasing of food products in the future.

To sum up, so far, the customer is satisfied with the experience that they have obtained when using online food delivery service. Food service establishments need to pay more attention to the price of their products; food products especially need good value for money. The ease of application usage, as well as safety on secured payment, and fast delivery time, are also significant factors to accomplish customer satisfaction. Customer loyalty will be achieved when customer satisfaction is fulfilled.

### **Conclusion and suggestions**

It can be concluded that all three factors: food quality, convenience and reliable service, and price, have influenced customer perception and experience toward customer loyalty in online food delivery service, especially the young 'Generation Z'. The use of modern mobile applications tends to respond to the needs and demands of today's rapidly changing lifestyle of the current generation in Thailand. The differences are the speed of delivery and the requirement to maintain the quality of customers' products. Not all commercial products (non-edible consumption) are required to provide immediate delivery service. Therefore, further study to be investigated may apply to compare tangible commercial products and food products based on online delivery services. However, the next research should explore the influencing customer decisions to use the online food delivery service in local restaurants or local food delivery services. The results will benefit local communities, local businesses, and local societies.

### **New knowledge and the effects on society and communities**

1. To understand the perception of customer experience that affects Generation Z satisfaction and loyalty in online food delivery service in Thailand.
2. To apply the study of the perception of customer experience that affects other generations such as Generation X and Generation Y.
3. To educate the concept of customer experience in various businesses.

## References

- Bewicke, H. (2023). *Gen Z consumer behavior: What you need to know*. Retrieved from <https://www.talon.one/blog/gen-z-consumer-behavior-what-you-need-to-know>
- Fitch Solutions. (2020). *Thai Food Delivery Market Taking Off Bangkok Post*. Retrieved from <https://www.bangkokpost.com/business/2019015/thai-food-delivery-market-taking-off>
- Ganapathi, P., & Abu-Shanab, E. A. (2020). Customer satisfaction with online food ordering portals in Qatar. *International Journal of E-Services and Mobile Applications*, 12(1), 57–79. DOI:10.4018/IJESMA.2020010104
- Henson, R. K., & Roberts, J. K. (2006). Use of exploratory factor analysis in published research: Common errors and some comments on improved practice. *Educational and Psychological Measurement*, 66(3), 393-416. DOI: 10.1177/0013164405282485
- Jain, R., Aagja, J., & Bagdare, S. (2017). Customer experience – a review and research agenda. *Journal of Service Theory and Practice*, 27(3), 642–662. DOI: 10.1108/JSTP-03-2015-0064
- Jun, K., Yoon, B., Lee, S., & Lee, D-S. (2022). Factors Influencing Customer Decisions to Use Online Food Delivery Services during the COVID-19 Pandemic. *Foods*, 11(1), 1-15. DOI: 10.3390/foods11010064
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing: AMA/MSI Special Issue*, 80(6), 69-96. DOI: 10.1509/jm.15.04
- Liu, H. (2019). *Factors positively influencing customer satisfaction of online food delivery services of customers in Bangkok and its vicinity*. (Master of Business Administration, Bangkok University).
- Mintel Group Ltd. (2023). *The future of consumer behavior in the age of Gen Z*. Retrieved from <https://www.mintel.com/consumer-market-news/the-future-of-consumer-behaviour-in-the-age-of-gen-z/>
- Mordor Intelligence. (2023). *Thailand Foodservice Market Size & Share Analysis – Growth Trends & Forecasts (2023 - 2028)*. Retrieved from [https://www.mordorintelligence.com/industry-reports/thailand-foodservice-market?gclid=Cj0KCQjwmtGjBhDhARIsAEqfDEcZ-EhPn2B9fnEcD7gsQIVEULjMNrftfBWcoPfGfQUfPeacpCF-3UaAofcEALw\\_wcB](https://www.mordorintelligence.com/industry-reports/thailand-foodservice-market?gclid=Cj0KCQjwmtGjBhDhARIsAEqfDEcZ-EhPn2B9fnEcD7gsQIVEULjMNrftfBWcoPfGfQUfPeacpCF-3UaAofcEALw_wcB)
- Saad, A. T. (2020). Factors affecting online food delivery service in Bangladesh: An empirical study. *British Food Journal*, 123(2), 535–550. DOI: 10.1108/BFJ-05-2020-0449
- Sjahroeddin, F. (2018). The Role of E-S-Qual and Food Quality on Customer Satisfaction in Online Food Delivery Service. *Industrial Research Workshop and National Seminar*, 9, 551–558. DOI: 10.35313/irwns.v9i0.1097
- Tandon, U., Kiran, R., & Sah, A. (2017). Analyzing customer satisfaction: users' Perspective towards online shopping. *Nankai Business Review International*, 8(3), 266–288. DOI:10.1108/NBRI-04-2016-0012
- Yeo, V. C. S., Goh, S. K., & Rezaei, S. (2017). Consumer experiences, attitudes, and behavioral intention toward online food delivery (OFD) services. *Journal of Retailing and Consumer Services*, 35, 150–162. DOI:10.1016/j.jretconser.2016.12.013