



**A STUDY ON CUSTOMER SATISFACTION OF
DR. FURNITURE ONLINE FURNITURE
IN YANGON, MYANMAR**

**BACHELOR OF BUSINESS ADMINISTRATION
(BBA)**

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A Thesis Presented

by

NAY MYO

Submitted to the Swiss School of Business Research
in partial fulfillment of the requirements for the degree of

**BACHELOR OF BUSINESS ADMINISTRATION
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ABSTRACT

This thesis explores effective marketing strategies based on the 4Ps marketing mix model and focusing on customer satisfaction for Dr. Furniture Online Furniture In Yangon, Myanmar. It has been utilized with both primary and secondary data to achieve the objectives. Data were collected 120 respondents residing in Yangon, Myanmar. Non probability methods were used to collect data. The study analyzes the correlations between marketing mix elements (Product, Price, Place, Packaging, People and Process) and customer satisfaction, revealing significant positive relationships. The correlation analysis results reveal that all components of the marketing mix exhibit a robust and positive relationship with customer satisfaction. Moreover, customer satisfaction strongly correlates with loyalty. The outcomes of the multiple regression analysis demonstrate that product , price, and promotional activities exert positive and statistically significant influences on customer satisfaction. Additionally, customer satisfaction significantly and positively impacts the loyalty of customers to Dr. Furniture Online product in Yangon, Myanmar. Based on insights from respondents, recommendations include maintaining product effectiveness, considering revised pricing strategies, promoting strict adherence to dosages, addressing side effects, streamlining production, and maintaining stable pricing and availability.

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ABBREVIATION

AI	Artificial Intelligence
AR	Augmented Reality
BBA	Bachelor of Business Administration
SSBR	Swiss School of Business Research
CPD	Centre of Professional Development
CRMS	Customer Relationship Management System
MSME	Myanmar's Small and Median Enterprises
6Ps	Product, Price, Place, Packaging, People and Process
SMS	Short Message Services
SPSS	Statistical Package for the Social Sciences
UI/UX	the User Interface and User Experience

CHAPTER I

INTRODUCTION

1.1 Background Information of the Study

The advent of e-commerce has transformed the global retail landscape, fundamentally reshaping how consumers interact with businesses. In developing countries like Myanmar, digital adoption has accelerated in recent years, particularly due to improvements in internet infrastructure and the increasing accessibility of smartphones. Among various retail segments, the furniture industry has also adapted to this change, with online furniture shopping gaining traction as urban consumers prioritize convenience, product variety, and time-saving services over traditional brick-and-mortar store experiences. Dr. Furniture, a leading online furniture and interior design provider in Yangon, is a prominent example of this digital shift.

The evolution of consumer behavior, influenced by global trends and local digital initiatives, has led to new expectations around product quality, service delivery, and user experience. Myanmar's growing middle class is becoming more discerning and informed, valuing brands that align with their expectations not just in terms of product offerings, but also in terms of trust, delivery efficiency, and customer service. In such a dynamic market, customer satisfaction becomes an essential component for the long-term sustainability and competitiveness of online retailers like Dr. Furniture.

According to (Kotler, Kartajaya, & Setiawan, Marketing 5.0: Technology for Humanity, 2021), the rise of Marketing 5.0 reflects the increasing role of technology in understanding and fulfilling human needs. The integration of AI, big data, and predictive analytics allows firms to better analyze consumer behavior and personalize offerings, which is crucial for sectors like online furniture retail that require both functional and aesthetic satisfaction. Within the context of Myanmar's emerging digital economy,

Dr. Furniture is tasked with not only offering innovative products but also cultivating a customer-centric service model that fosters loyalty and enhances brand equity.

The competitive advantage of an e-commerce business is largely defined by how well it satisfies its customers. As (Kotler, Keller, & Chernev, Marketing

Management, 2021)emphasize, customer satisfaction influences not only repurchase behavior but also word-of-mouth promotion, customer retention, and long-term profitability. In e-commerce environments, where face-to-face interactions are limited or non-existent, the perceived value derived from the product and service experience becomes a determining factor in customer loyalty.

For companies such as Dr. Furniture, which must bridge the gap between physical products and digital engagement, the customer satisfaction framework must encompass all aspects of the customer journey—from browsing the website and placing orders to receiving the product and seeking post-purchase support.

The role of customer satisfaction in business performance has been extensively studied in marketing literature. (Parasuraman, Zeithmal, & Berry, 1990) introduced the SERVQUAL model to measure service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. This model is particularly relevant for analyzing service quality in online businesses, where consistent performance across delivery, communication, and problem resolution plays a critical role. In the context of Dr. Furniture, the SERVQUAL model can be adapted to assess the quality of both digital service and logistical execution, such as the ease of navigation on the website, responsiveness of customer service agents, and the punctuality and condition of delivered products.

In addition, pricing plays a fundamental role in shaping consumer expectations and perceptions. (Monroe, 1990) posits that price not only reflects the economic cost of a product but also signals its value and quality. This is particularly important in the furniture sector, where consumers often associate price with durability, material authenticity, and design innovation. For Dr. Furniture, balancing competitive pricing with quality assurance is a strategic necessity to meet diverse customer preferences in the Yangon market.

The marketing mix model, introduced by Kotler and expanded over the decades, remains a cornerstone for understanding and structuring marketing strategies. Traditionally known as the 4Ps—Product, Price, Place, and Promotion—the model has evolved to include People, Physical Evidence, and Process, particularly for service-oriented and online businesses. This expanded model provides a comprehensive lens through which to analyze the various factors that influence customer satisfaction in the case of Dr. Furniture. The Product includes design variety, material quality, and durability; Price involves affordability and value for

money; Place encompasses website usability and delivery logistics; Physical Evidence relates to packaging and website aesthetics; People refer to staff professionalism and customer service; and Process includes order placement, payment procedures, and complaint handling (Kotler, Keller, & Chernev, Marketing Management, 2021)

The shift towards digital commerce also necessitates attention to the user interface and user experience (UI/UX) of the online platform. (Kalbach, 2016) highlights the importance of seamless navigation, intuitive layout, and emotional engagement in digital customer journeys. In an industry where purchase decisions are influenced by the visual presentation of products and the perceived ease of ordering, a well-designed website becomes a critical touchpoint for shaping satisfaction and brand trust.

Moreover, (Vargo & Flush, 2004) introduced the concept of service-dominant logic, which suggests that value is co-created by both the company and the customer. In an online retail context, this means that businesses must not only deliver products but also enable customers to derive value through supportive services, information access, and personalization. For Dr. Furniture, applying this principle involves offering customization options, responsive communication channels, and content that assists customers in making informed choices.

Despite its potential, the e-commerce sector in Myanmar also faces several challenges. These include inconsistent logistics infrastructure, limited consumer familiarity with online payment systems, and lower levels of digital trust. These barriers can negatively affect customer satisfaction, especially when delivery delays, payment errors, or product mismatches occur. Therefore, a strong emphasis on transparency, efficiency, and customer support is essential for overcoming these challenges and maintaining high levels of satisfaction.

1.2 Rationale of the Study

The importance of customers in the business operation is essential to always manage research about customers. There has always been the need for customer research before, during and after sales, because of changes that may occur in the business operation.

For practitioners, understanding the drivers of customer satisfaction will help Dr. Furniture refine its marketing strategies, enhance the customer experience, and

improve loyalty (Kotler, Keller, & Chernev, Marketing Management, 2021). As customer satisfaction is vital in e-commerce, businesses in Myanmar's online furniture sector can benefit from insights into satisfaction drivers (Parasuraman, Zeithmal, & Berry, 1990) For this reason, every company works effectively and productively daily to get the compassion of customers by making them delight in order that they become loyal customers to their brands in order to increase sales and profit. When customers have good believe about a brand, they will always select to go for the brand, because consumers form their liking relative to perceptions and point of view about the brands competing in their minds. (Parasuraman, Zeithmal, & Berry, 1990)

To get these loyal customers, companies must design relationships with the customers. To create relationship with customers, companies need to manage research to answer questions on how the customers make their purchasing decision and whether they are delighted with what the organization gives to them as offer in terms of product quality, service quality, price, etc.

Thus, customers will always choose a product or service that gives them highest satisfaction. But how will the organization know whether the consumers' buying habits have changed, or if they are well served? How will the organization know if competitors' brands are making better than theirs, which can trap their customers? With the inclined number of businesses and growing competitions today, each company wants to be the customers' first choice. To attain this, organizations need to answer the questions above via continuous research in this area so as to guide the firms to their two objectives of satisfying their customers and making profits.

Because customer satisfaction is the main factor of business part of today, their researchers are always maintaing research about the customers mainly on what associates to their satisfaction. Moreover, because this problem of satisfaction concerns the most uncertain stakeholder in the business environment (the customers), who endure the main character that remain the business in operation; and because satisfaction varies and changes among individuals, there is a need for continuous research in this area.

1.3 Problem Statement of the Study

Despite the rapid growth of online retail across Southeast Asia, including Myanmar, there remains a noticeable gap in academic literature specifically addressing the determinants of customer satisfaction within the country's emerging e-commerce landscape. Myanmar has witnessed increasing internet penetration and mobile adoption in recent years, which has significantly transformed the way consumers engage with retail services. However, compared to more mature markets in the region, Myanmar's online retail sector is still in its formative stages, presenting unique challenges and opportunities for businesses and researchers alike.

Among the few players striving to capture the online market share is Dr. Furniture, a notable retailer specializing in online furniture sales. Although the company has successfully established a digital presence, it faces several challenges related to maintaining and enhancing customer satisfaction. These challenges include issues related to service delivery, product representation, pricing transparency, and after-sales support. In an industry where physical product inspection is traditionally vital, online furniture retailers must work even harder to build trust and ensure customer satisfaction throughout the buyer journey.

The lack of empirical studies focusing on the Myanmar context, particularly within the niche of online furniture retailing, makes it difficult for companies like Dr. Furniture to implement evidence-based strategies for improving customer satisfaction. While global research has extensively explored the impact of the marketing mix (7Ps)—product, price, place, promotion, people, process, and physical evidence—on customer satisfaction, much of this literature is based on developed economies or generalized e-commerce settings that may not accurately reflect the behaviors, preferences, and expectations of Myanmar's consumers.

This study seeks to fill that gap by investigating how specific elements of the marketing mix affect customer satisfaction at Dr. Furniture. It will provide a contextualized understanding of consumer perceptions and evaluate how effectively Dr. Furniture's service and marketing practices align with customer expectations. By identifying the most influential factors and potential areas for improvement, the study aims to contribute not only to academic knowledge but also to the practical advancement of customer relationship strategies in Myanmar's online retail sector.

Understanding these dynamics is crucial for Dr. Furniture and other emerging e-commerce firms striving to build long-term customer loyalty and compete in an increasingly digital marketplace.

1.4 Objectives of the Study

The primary objectives of this study are as follows:

- (1) To identify the marketing mix (Product, Price, Place, Packaging, People, and Process) of Dr. Furniture online furniture at Yangon, Myanmar.
- (2) To examine the impact of the marketing mix (Product, Price, Place, Packaging, People, and Process) of Dr. Furniture online furniture on customer satisfaction based on the SERVQUAL framework.

1.5 Research Questions of the Study

To address the research problem, the following questions have been formulated:

1. What is the relationship between marketing mix 6Ps (Product, Price, Place, Packaging, People, and Process) and customer satisfaction at Dr. Furniture?
2. How do you examine the impact of the marketing mix 6Ps (Product, Price, Place, Packaging, People, and Process) of Dr. Furniture online furniture on customer satisfaction based on the SERVQUAL framework.

1.6 Scope and Limitation of the Study

This study will focus on the online furniture market in Yangon, Myanmar, specifically examining Dr. Furniture, which plays a crucial role in the country's urban market. As Myanmar's largest city and economic hub, Yangon offers valuable insights into customer satisfaction trends in online retail that may be applicable to the broader market.

The scope is limited to analyzing the marketing mix and its impact on customer satisfaction. Data will be collected from customers who have made a purchase from Dr. Furniture in the last six months, ensuring the relevance and timeliness of insights (Kothari, 2004).

Key focus areas include:

- **Product:** Assessing quality, design, including material durability and customization options. (Kotler, Keller, & Chernev, Marketing Management,

2021). The SERVQUAL model will evaluate product quality consistency. (Parasuraman, Zeithmal, & Berry, 1990)

- **Price:** Evaluating pricing strategies and price fairness (Monroe, 1990)
- **Place:** Analyzing website accessibility and delivery services (Kalbach, 2016).
- **Packaging/Physical Evidence:** Evaluating product packaging (Kalbach, 2016).
- **People:** Assessing customer service quality (Mayer, Davis, & Shoorman, 1995)
- **Process:** Analyzing order placement and payment options (Parasuraman, Zeithmal, & Berry, 1990)

This study will not cover offline sales or competitors outside Dr. Furniture.

1.7 Organization of the Study

This research is structured into five chapters:

- **Chapter 1: Introduction:** Consists of outlines the study's background, rationale of the study, objectives of the study, scope and method of the study, organization of the study
- **Chapter 2: Literature Review:** Reviews existing literature on e-commerce customer satisfaction, focusing on website quality, about the concept and theoretical background of customer satisfaction. logistics service quality, with an emphasis on studies relevant to online furniture market in Yangon, Myanmar.
- **Chapter 3: Research Methodology:** Details the research design, data collection methods, sampling techniques, and analytical approaches employed in the study.
- **Chapter 4: Results and Analysis:** Presents the findings from the data analysis, interprets the results, and discusses their implications in the context of existing literature.
- **Chapter 5: Conclusion and Recommendations:** Summarizes the key findings, draws conclusions, and provides recommendations for Dr. Furniture and other online furniture retailers in Yangon to enhance customer satisfaction.

By systematically investigating the factors influencing customer satisfaction with Dr. Furniture's online services, this study aims to contribute to the broader understanding of E-commerce dynamics in Myanmar's furniture retail sector and offer practical insights for business improvement.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction and Importance of Subject Area

This chapter is theoretical background chapter. In order to present the underlying theoretical and methodological rationale for this study, this chapter highlights customer satisfaction. In this chapter, definition of customer satisfaction, service quality, product, price, place (Delivery & Website), physical evidence (Packaging & Website Design), people (Customer Service), process (Ordering & Payment) and conceptual framework for this study have been explored through extensive review of books, articles, previous research paper, journals and web pages.

Customer satisfaction has become a central focus in contemporary marketing research due to its significant impact on customer loyalty, retention, and business profitability (Kotler, Keller, & Chernev, Marketing Management, 2021). In the context of online furniture businesses, particularly in developing countries like Myanmar, the measurement and enhancement of customer satisfaction are increasingly critical. The rapid development of e-commerce platforms has transformed traditional business practices, allowing customers to purchase furniture conveniently through online channels. However, these technological advancements also present new challenges for businesses in understanding the determinants of customer satisfaction and managing customer expectations effectively.

Dr. Furniture, as a leading online furniture retailer in Yangon, Myanmar, provides an appropriate context for examining customer satisfaction in the online furniture industry. Given the competitive nature of the online marketplace and the variety of customer expectations, it is imperative for Dr. Furniture to evaluate its service quality, product offerings, pricing strategies, delivery systems, and overall customer experience. Moreover, online businesses need to consider digital factors such as website usability, visual presentation, and online communication when managing customer relationships (Kalbach, 2016)

According to (Vargo & Flush, 2004), the marketing landscape has shifted from a goods-centered view to a service-centered view, emphasizing the co-creation of value through customer interaction and engagement. This perspective highlights the significance of customer experience in the online environment, where the service

delivery process is mediated by technology. In this regard, understanding the factors influencing customer satisfaction is vital for online businesses seeking to sustain a competitive advantage.

Several researchers have identified key variables that influence customer satisfaction in online businesses. (Parasuraman, Zeithmal, & Berry, 1990) introduced the SERVQUAL model, which identifies five critical dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. In the online retail context, these dimensions need to be adapted to address issues such as website design, online security, product information accuracy, and efficient delivery systems.

Furthermore, the product quality, pricing strategies, and physical evidence such as packaging and website design are essential in shaping customer perceptions (Kotler, Keller, & Chernev, Marketing Management, 2021). (Mayer, Davis, & Shoorman, 1995) also emphasized the role of trust in building long-term customer relationships, which is particularly relevant in online transactions where direct human interaction is limited.

This chapter reviews the existing literature relevant to customer satisfaction and explores the factors that influence customer satisfaction in the online furniture industry. The following section discusses the specific factors influencing customer satisfaction, focusing on service quality, product, price, place (delivery & website), physical evidence (packaging & website design), people (customer service), and process (ordering & payment). These factors will be examined through the lens of established marketing theories and supported by empirical research from recognized authors and scholars.

2.2 Theoretical Concepts and Principles

The marketing mix is a fundamental concept in marketing theory. It serves as a model for creating and implementing effective marketing strategies. This model emphasizes the importance of combining different factors in a way that achieves both organizational goals and consumer needs. The concept of the Marketing Mix was first developed by James Culliton in 1948 (McCarthy, 1960) later expanded on this concept, dividing the marketing mix into four factors in 1964 (Lee, 2009). These four factors are product, price, place, and promotion. The marketing mix is a set of marketing tools that companies use to continuously achieve their company's goals in the target

market (Kotler P. , 2013). Furthermore, the marketing mix is a strategy that combines various marketing activities to generate sufficient income.

2.2.1 Customer Satisfaction

Customer satisfaction refers to the cognitive and emotional evaluation of a service or product experience. It is defined as the customer's fulfillment response, a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment (Kotler A. a., 2006). It is a critical measure of how well a company's offerings meet or exceed customer expectations.

The expectancy-disconfirmation theory is central to understanding customer satisfaction. This theory posits that satisfaction results from the comparison between customers' expectations and actual service performance (R.L, 1980) If performance exceeds expectations, customers are satisfied or delighted; if performance falls short, dissatisfaction occurs.

2.2.2 Value-Based Pricing Theory

According to (Monroe, 1990), pricing plays a pivotal role in shaping perceived value, which directly influences customer satisfaction. Consumers often use price as an indicator of product quality and value. Value-based pricing emphasizes setting prices based on customer perceptions of value rather than solely on production costs.

2.2.3 Service-Dominant Logic

(Vargo & Flush, 2004) Service-Dominant (S-D) Logic provides a modern perspective on value creation. It suggests that value is co-created through interactions between providers and consumers rather than being embedded in products alone. In the context of online furniture retailing, the customer's experience with the website, delivery, and customer service forms part of the value proposition.

2.3 Variables of the Study

The following variables were derived from theoretical frameworks and literature to examine customer satisfaction in the context of Dr. Furniture online furniture in Yangon.

2.3.1 Product Quality

Product quality includes durability, functionality, aesthetics, and conformance to specifications. In online furniture retailing, the alignment between product images/descriptions and the actual product is critical (Kotler & Keller, 2011)

2.3.2 Price Quality

Price refers to the amount customers are willing to pay for a product and is often used as a surrogate indicator of value. Fair and transparent pricing strategies positively affect customer satisfaction (Monroe, 1990).

2.3.3 Place (Delivery & Website)

This variable covers both physical delivery performance (timeliness, condition, and accuracy) and the digital platform (website usability, navigation, and speed). Accessibility and reliability of delivery services are essential to the online shopping experience (Kalbach, 2016).

2.3.4 Packaging (Physical Evidence)

In online retail, physical evidence includes packaging quality and website design. These visual and functional elements influence customers' perceptions of reliability and professionalism (Kotler, Keller, & Chernev, Marketing Management, 2021).

2.3.5 People (Customer Service)

People refer to the personnel involved in service delivery. Effective customer service, prompt communication, and professionalism contribute significantly to customer satisfaction (Vargo & Flush, 2004)

2.3.6 Process (Ordering & Payment)

The process dimension reflects the ease, security, and efficiency of the ordering and payment procedures. Seamless processes enhance user confidence and satisfaction (Anol, 2012).

2.4 Reviews of Empirical Studies

This section delves into various models and findings from earlier research that explore the connection between some marketing mix, also known as the 6Ps (product, price, place, and packaging, people and process), and customer satisfaction. One foundational piece of research in this field comes from (R.L, 1980) who put forth the theory of “expectation in conformity.” This theory posits that customer satisfaction is largely influenced by the comparison between a customer’s expectations and the actual performance of a product or service. Specifically, when the service delivered exceeds customer expectations, individuals are likely to experience a higher level of satisfaction.

This concept emphasizes the importance of managing customer expectations to enhance overall satisfaction with products and services. Understanding this relationship is crucial for businesses aiming to improve customer loyalty and retention through effective marketing strategies.

2.4.1 Studies on Customer Satisfaction in Online Retail

Several empirical studies emphasize the importance of service quality and customer satisfaction in online environments. For instance, (Parasuraman, Zeithmal, & Berry, 1990) found that responsiveness and reliability significantly impact satisfaction in service industries. A study by (Mayer, Davis, & Shoorman, 1995) further supported that trust, built through consistent service quality, correlates with increased customer loyalty in e-commerce platforms.

2.4.2 Studies in Online Furniture Retail

Research on online furniture platforms has shown that customers prioritize accurate product representations, delivery quality, and website usability. In a study conducted by (Lim, Osman, Salahuddin, Romle, and Abdullah, 2016), website interactivity and information quality were found to significantly impact satisfaction among online furniture shoppers. Furthermore, packaging aesthetics and delivery condition were associated with higher retention rates.

2.4.3 Pricing and Customer Perception

According to a study by (Monroe, 1990), perceived price fairness influences trust and satisfaction. Customers are more satisfied when they believe the price reflects the product's quality and market value. In the online context, clear pricing and discount transparency reduce uncertainty and enhance perceived value.

2.4.4 Service Delivery and Digital Interfaces

(Kalbach, 2016) explored how website design and delivery tracking affect customer experiences in digital commerce. The findings indicate that intuitive website navigation and real-time tracking systems create a sense of control and convenience, which are key predictors of satisfaction in online purchases.

2.4.5 Relevance to Myanmar's Market

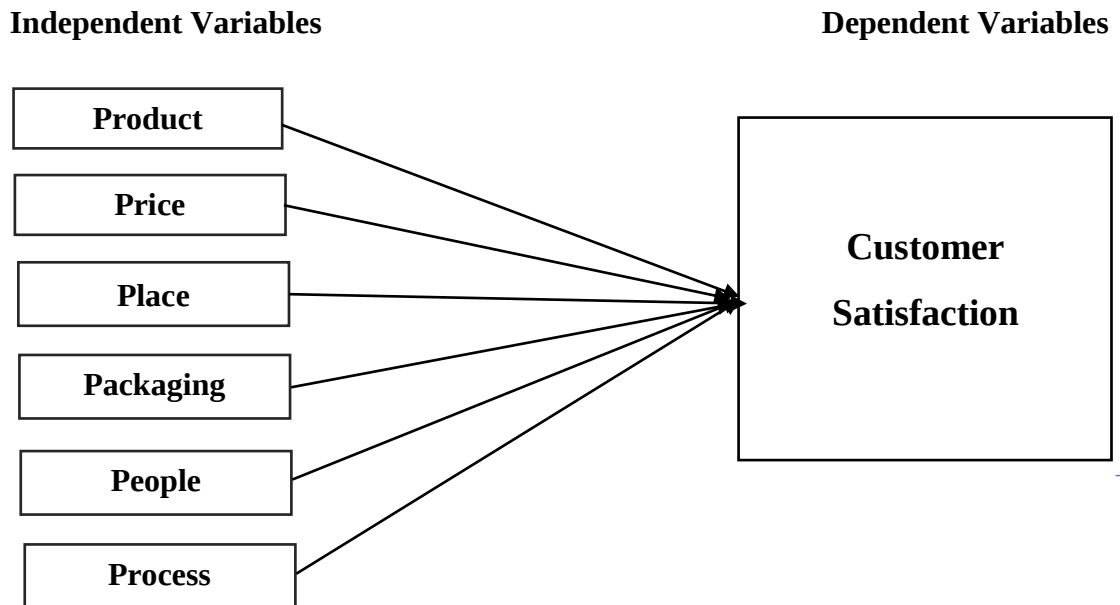
Although academic literature on Myanmar's e-commerce sector is limited, anecdotal evidence and business reports suggest that consumer expectations are rising due to digital exposure. A local market study conducted by Myanmar E-commerce Association (2023) revealed that customers in Yangon prioritize fast delivery, reliable communication, and product quality when shopping online.

Dr. Furniture, as a local brand operating online, must therefore align with international best practices while addressing local logistical constraints and digital literacy. This underscores the importance of customer-centric strategies that combine efficient operations with culturally sensitive service delivery.

2.5 Conceptual Framework of the Study

The conceptual framework centers on the relationship between the marketing mix and customer satisfaction, examining how elements like product quality, pricing, service delivery influence customer perceptions. It integrates dimensions of service quality (Parasuraman, Zeithmal, & Berry, 1990) and marketing strategies (Kotler, Keller, & Chernev, Marketing Management, 2021) to develop actionable strategies for improving customer satisfaction.

Figure (2.1): Conceptual Framework of the Study



Source: Own Creation (June, 2025)

Explanation:

The framework demonstrates how each marketing mix element contributes to overall customer satisfaction. For instance, superior product quality and competitive pricing create value, while an efficient delivery process and excellent customer service ensure positive experiences. By analyzing these factors, the study identifies areas for improvement and strategies to enhance customer loyalty and market competitiveness.

Diagram Layers:

- **The Marketing Mix:** Strategic elements that align with customer needs to deliver value (Kotler, Keller, & Chernev, Marketing Management, 2021)
- **Customer Satisfaction:** The dependent variable representing the cumulative impact of marketing and service quality efforts (Parasuraman, Zeithmal, & Berry, 1990).

This framework, grounded in the marketing mix framework highlights the interconnectedness of marketing strategies and customer satisfaction. (Kotler, Keller, & Chernev, Marketing Management, 2021), By integrating these models, it offers

both theoretical and practical insights to enhance customer experiences and foster loyalty in Myanmar's developing e-commerce market.

The conceptual framework diagram serves as a visual representation of the multifaceted relationship between marketing strategies and customer satisfaction. It underscores the importance of aligning organizational practices with customer expectations to achieve sustained success.

2.6 Summary

This literature review synthesizes foundational theories and empirical evidence relevant to customer satisfaction in the online retail sector, particularly within the furniture industry. Key variables identified—product, price, place, physical evidence, people, and process—form the basis of this research and are consistently validated across empirical studies.

In the context of Dr. Furniture's operations in Yangon, Myanmar, this study aims to evaluate how these variables impact customer satisfaction. Given the rising importance of e-commerce and the shifting expectations of digital consumers, a deeper understanding of these factors will not only contribute to academic knowledge but also support strategic decision-making for local online businesses.

CHAPTER III

METHODOLOGY

3.1 Introduction

This chapter outlines the methodological framework adopted to investigate the key factors influencing customer satisfaction in the context of online furniture shopping, specifically focusing on Dr. Furniture, a prominent retailer in Yangon, Myanmar. The methodology provides a clear, structured approach to the research process, detailing the research design, population and sample selection, data collection techniques, research instruments used, and methods of data analysis. It also addresses the validity and reliability of the instruments and the ethical standards observed during the study. By clearly delineating these aspects, the chapter ensures transparency and replicability in the research process, contributing to the reliability and credibility of the study findings.

Given the growing relevance of e-commerce in Myanmar and the limited research on customer satisfaction in this sector, particularly in online furniture retailing, it is imperative to adopt a methodologically sound approach. This study integrates both theoretical and practical elements to investigate how various service quality dimensions, price, product quality, delivery, and website experience affect customer satisfaction. The comprehensive methodology not only supports the achievement of the research objectives but also provides insights that are useful for both academic inquiry and practical application by industry stakeholders.

To address these challenges, the study adopts a mixed-method approach, combining both qualitative and quantitative research methods. Quantitative data collection through structured surveys provides measurable insights into customer satisfaction trends, while qualitative feedback offers contextual depth and understanding of consumer behavior. This dual approach allows for a comprehensive exploration of the research objectives.

3.2 Research Design

This study employs a **quantitative descriptive research design**, which is appropriate for systematically measuring and analyzing the relationships between customer satisfaction and its potential antecedents within an online shopping context.

Descriptive research is suitable when the aim is to describe characteristics of a phenomenon or the relationships among variables. This design enables the identification of prevailing trends, customer perceptions, and behavioral patterns that relate to their online shopping experiences with Dr. Furniture.

Quantitative methods allow for objective measurement using numerical data, which can be statistically analyzed to test hypotheses and derive meaningful conclusions. In particular, the use of survey-based data facilitates a structured approach to gathering standardized information from a large group of respondents. This provides the dual benefit of generalizability and statistical reliability.

The study is **cross-sectional**, meaning data were collected at a single point in time. This approach is advantageous for capturing a snapshot of customers' current attitudes and satisfaction levels, which is especially relevant in dynamic sectors like e-commerce where customer expectations and service standards may change rapidly.

3.3 Population and Sampling Method

3.3.1 Target Population

The target population comprises customers residing in Yangon who have purchased furniture from Dr. Furniture's **online platform** within the past 12 months. This group is considered ideal for the study as they possess firsthand experience with the company's e-commerce operations, including its website usability, customer service, delivery mechanisms, and product quality.

Yangon, being the commercial hub of Myanmar, has witnessed a rise in digital adoption, making it a suitable location for studying online consumer behavior. The urban demographic is more likely to engage in online shopping, and thus can provide relevant feedback on the various aspects under investigation.

3.3.2 Sampling Method

A **non-probability convenience sampling** method was employed to select participants. This technique involves selecting respondents who are readily accessible and willing to participate, such as existing customers contacted through email, social media platforms, and company outreach programs. Although convenience sampling has its limitations, particularly concerning generalize ability, it is a practical choice

for exploratory research in contexts with logistical constraints or where a sampling frame is unavailable.

Given that this study is exploratory and seeks to identify key customer satisfaction factors in a relatively understudied sector, the use of convenience sampling is justified. It also supports the objective of collecting a diverse set of customer opinions within a short period and with limited resources.

To enhance the credibility of the sampling process, efforts were made to include participants from different age groups, genders, income levels, and locations within Yangon. Although the findings from a convenience sample cannot be generalized to the broader population with high confidence, they do provide valuable preliminary insights. These insights can inform future research that may utilize more rigorous probability sampling techniques.

Overall, the sampling method adopted in this study is pragmatic and aligns with the study's goals of identifying major trends, challenges, and satisfaction determinants in the online furniture retail space. It supports the efficient collection of relevant data while maintaining reasonable diversity in respondent characteristics, ensuring that the analysis captures a broad spectrum of customer experiences and expectations.

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Given that this study is exploratory and seeks to identify key customer satisfaction factors in a relatively understudied sector, the use of convenience sampling is justified. It also supports the objective of collecting a diverse set of customer opinions within a short period and with limited resources.

3.3.3 Sample Size

The sample size was determined using (Cochran, 1977), which provides a method for calculating the ideal sample size in large populations. Assuming a 95% confidence level and a 5% margin of error, the minimum sample size required was calculated to

be approximately 120. However, to ensure robustness and compensate for potential non-responses or incomplete surveys, the actual sample size was increased to 300 participants.

This sample size is considered adequate for conducting meaningful statistical analyses, such as regression and correlation, which require a minimum number of observations to ensure validity and reliability of results. The diversity within the sample also enhances the study's ability to capture various customer experiences and expectations.

3.4 Data Collection Method

Primary data were collected through a structured questionnaire distributed online via platforms such as email, Facebook, and the company's website. Online distribution aligns with the subject of the research—online shopping—and also increases accessibility for respondents, especially during post-pandemic times when face-to-face interaction may be limited.

The structured questionnaire consisted of closed-ended questions measured using a seven-point Likert scale, ranging from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”). This approach allows for capturing nuanced customer opinions and perceptions on a range of service and product attributes.

The questionnaire was prepared in both English and Burmese to ensure linguistic accessibility. This bilingual format increases the response rate and reduces the likelihood of misinterpretation among non-English-speaking respondents, which is essential in the multilingual context of Yangon.

To enhance the quality of data, instructions were clearly provided at the beginning of the questionnaire. The estimated completion time of the survey was 10–15 minutes, a duration that balances comprehensiveness with respondent attention span.

3.5 Research Instruments

The research instrument—a structured questionnaire—was adapted from well-established theoretical frameworks in the field of service marketing and customer satisfaction.

The questionnaire was divided into the following sections:

- **Part 1: Demographic Information** – gender, age, marital status, education status, employment status, income per month and frequency of online shopping.
- **Part 2: Customers' Perception & Service Quality** – assessment of the five SERVQUAL dimensions.
 - (i) **Product Quality** – evaluation of the actual product delivered compared to the online representation.
 - (ii) **Price** – fairness, transparency, and perceived value for money.
 - (iii) **Place (Delivery)** – efficiency, timeliness, and customer experience with logistics.
 - (iv) **Website and Physical Evidence** – visual appeal, user interface, and ease of navigation.
 - (v) **People** – experience with customer service representatives and problem resolution.
 - (vi) **Process** – simplicity and clarity in the ordering and payment processes.
- **Part 3: Overall Customer Satisfaction** – satisfaction with the purchase experience and likelihood of repeat purchase.
- **Part 4: Open-Ended Questions**

Each part was designed to capture a specific aspect of the customer experience, with an emphasis on clarity, relevance, and cultural appropriateness.

3.6 Validity and Reliability

3.6.1 Validity

Content validity was ensured through a rigorous literature review and consultation with academic and industry experts in marketing, e-commerce, and consumer behavior. The questionnaire items were adapted from validated instruments in prior studies and were reviewed to ensure alignment with the research objectives.

A **pilot study** involving 30 participants was conducted to test the instrument's clarity, relevance, and appropriateness. The pilot feedback resulted in revisions to several items, including the rewording of culturally ambiguous statements and clarification of technical terms related to online shopping.

Face validity was also addressed by ensuring that each question clearly measured the intended construct, thereby minimizing the risk of misinterpretation.

3.6.2 Reliability

Reliability refers to the consistency of the measurement instrument. The internal consistency of the survey was tested using Cronbach's alpha. A threshold of $\alpha \geq 0.70$ was used as the benchmark for acceptability, following recommendations from (Anol, 2012). All constructs measured in the final instrument met or exceeded this standard, confirming that the instrument reliably captured each conceptual variable.

Reliability testing was performed on both the pilot data and the full dataset, reinforcing the robustness of the results.

3.7 Data Analysis Methods

Data were entered and analyzed using SPSS (Statistical Package for the Social Sciences). The data analysis involved several stages:

- **Descriptive Statistics:** Frequencies, percentages, means, and standard deviations were calculated to summarize demographic characteristics and respondent perceptions across the measured variables.
- **Reliability Analysis:** Cronbach's alpha was computed for each multi-item scale to assess internal consistency.
- **Correlation Analysis:** Pearson's correlation coefficients were calculated to examine relationships between independent variables (e.g., service quality, product quality, price) and the dependent variable (customer satisfaction).
- **Multiple Regression Analysis:** This technique was used to determine the strength and significance of the influence of each predictor on customer satisfaction. The model provided insight into which variables had the most substantial impact and how they collectively explained variance in customer satisfaction.

By applying these statistical techniques, the study was able to rigorously test hypotheses and draw evidence-based conclusions about the drivers of customer satisfaction in the context of online furniture shopping.

3.8 Ethical Considerations

Ethical conduct is central to responsible research practice. This study strictly adhered to ethical guidelines in the following areas:

- **Informed Consent:** All participants were provided with detailed information regarding the purpose of the study, their rights as participants, and how their data would be used. Consent was obtained electronically prior to questionnaire completion.
- **Confidentiality:** Respondents were assured that their information would remain confidential and would not be shared with any third parties. Data were anonymized before analysis to protect participant identity.
- **Voluntary Participation:** Participation was entirely voluntary, with no incentives or coercion used. Respondents could withdraw at any point.
- **Data Security:** All collected data were securely stored on password-protected systems accessible only to the researcher.
- **Use of Data:** The data collected were used solely for academic purposes and were not shared with commercial entities or unauthorized individuals.

These ethical safeguards were designed to ensure that the research process respected participants' rights and upheld academic integrity.

3.9 Summary

Despite the rapid growth of online retail across Southeast Asia, including Myanmar, there remains a noticeable gap in academic literature specifically addressing the determinants of customer satisfaction within the country's emerging e-commerce landscape. Myanmar has witnessed increasing internet penetration and mobile adoption in recent years, which has significantly transformed the way consumers engage with retail services. However, compared to more mature markets in the region, Myanmar's online retail sector is still in its formative stages, presenting unique challenges and opportunities for businesses and researchers alike.

Among the few players striving to capture the online market share is Dr. Furniture, a notable retailer specializing in online furniture sales. Although the company has successfully established a digital presence, it faces several challenges related to maintaining and enhancing customer satisfaction. These challenges include issues related to service delivery, product representation, pricing transparency, and after-sales support. In an industry where physical product inspection is traditionally

vital, online furniture retailers must work even harder to build trust and ensure customer satisfaction throughout the buyer journey.

The lack of empirical studies focusing on the Myanmar context, particularly within the niche of online furniture retailing, makes it difficult for companies like Dr. Furniture to implement evidence-based strategies for improving customer satisfaction. While global research has extensively explored the impact of the marketing mix (7Ps)—product, price, place, promotion, people, process, and physical evidence—on customer satisfaction, much of this literature is based on developed economies or generalized e-commerce settings that may not accurately reflect the behaviors, preferences, and expectations of Myanmar’s consumers.

This study seeks to fill that gap by investigating how specific elements of the marketing mix affect customer satisfaction at Dr. Furniture. It will provide a contextualized understanding of consumer perceptions and evaluate how effectively Dr. Furniture’s service and marketing practices align with customer expectations. By identifying the most influential factors and potential areas for improvement, the study aims to contribute not only to academic knowledge but also to the practical advancement of customer relationship strategies in Myanmar’s online retail sector.

Understanding these dynamics is crucial for Dr. Furniture and other emerging e-commerce firms striving to build long-term customer loyalty and compete in an increasingly digital marketplace.

CHAPTER IV

ANALYSIS AND FINDINGS

4.1 Introduction

This chapter provides a detailed analysis and interpretation of the data collected from respondents to assess their satisfaction with Dr. Furniture's online furniture services in Yangon, Myanmar. The primary aim of this chapter is to fulfill the research objectives by evaluating the impact of various marketing mix elements on customer satisfaction. The elements examined include product, price, place (delivery and website functionality), physical evidence (such as packaging and website design), people (customer service representatives), and process (ordering and payment systems).

The analysis begins by presenting descriptive statistics to explain the demographic characteristics of the respondents. It then proceeds to test the reliability of the measurement scales used in the study. Following this, the analysis investigates the perceptions of customers towards each dimension of the marketing mix using means and standard deviations derived from Likert scale-based responses. Additionally, the study conducts correlation and multiple linear regression analyses to determine the strength and direction of relationships between independent variables (marketing mix dimensions) and the dependent variable (customer satisfaction).

Through this chapter, the study seeks to understand how each component of the marketing mix contributes to customer satisfaction in the context of online furniture retail. This approach helps to identify the key factors that Dr. Furniture should prioritize in order to enhance its service quality and overall customer experience. Moreover, the statistical insights derived from this chapter will guide the formulation of practical recommendations for improving customer satisfaction and sustaining long-term customer loyalty.

4.2 Description of Population and Sample

This section presents an overview of the demographic characteristics of the 120 respondents who participated in the survey conducted in June 2025. The sample was drawn from customers who had recently engaged with Dr. Furniture's online

platform to purchase furniture products in Yangon. The objective of analyzing demographic data is to establish a clear understanding of the population profile and to determine how different segments may perceive and experience the service quality and offerings of Dr. Furniture.

4.2.1 Description of Population and Sample

The demographic variables assessed in this study include gender, age, marital status, employment status, and monthly income. These variables provide a basis for segmenting the market and allow for a more granular analysis of customer satisfaction based on distinct consumer characteristics.

(i) Gender

Of the 120 respondents, 66 were male (55%) and 54 were female (45%). This relatively balanced gender distribution suggests that both men and women are actively involved in the online purchase of furniture in Yangon. The slight majority of male respondents may reflect a higher tendency for male customers to engage in decision-making processes related to furniture acquisition or may indicate the involvement of men in online shopping platforms in the Myanmar context. Understanding gender-based differences in customer satisfaction can help Dr. Furniture tailor its marketing strategies to meet the preferences and expectations of both male and female customers.

(ii) Age

Respondents were grouped into six age categories: under and equal to 20 years (15%), 21–30 years (15.8%), 31–40 years (16.7%), 41–50 years (19.2%), 51–60 years (12.5%), and over 60 years (20%). The age distribution indicates a broad range of customers engaging with Dr. Furniture's online services. The highest representation came from individuals above 60 years of age, followed by those in the 41–50 age bracket. This finding is particularly insightful as it challenges the common perception that online shopping is predominantly a youth-driven activity. The presence of older age groups among frequent online buyers highlights the growing digital literacy and comfort with e-commerce platforms among senior consumers in Yangon. It also underscores the importance of designing user-friendly websites that cater to the needs

of older adults, including accessibility features, readable fonts, and simplified navigation.

(iii) Marital Status

In terms of marital status, 35 respondents were single (62.5%), 82 were married (36%), and 3 selected "other" (1.5%). This indicates that a significant proportion of respondents are married, which may correlate with household decision-making responsibilities related to furniture purchases. Married customers may prioritize factors such as durability, style, and utility to meet the needs of family life. In contrast, single customers might focus on aesthetics, affordability, or compactness to suit personal preferences or smaller living spaces. Recognizing these differing priorities can enable Dr. Furniture to personalize its offerings and promotional strategies to suit the lifestyle and purchasing behavior of each group.

(iv) Employment Status

Regarding employment, the majority of participants were company staff (88%), followed by students (15%), self-employed individuals (7.5%), and others (4.5%). This demographic structure reflects a customer base that is predominantly composed of working professionals with steady income levels, who are likely to have the financial means to make online purchases of furniture. The presence of students and self-employed individuals also signifies a diverse audience that values convenience and affordability. Dr. Furniture can benefit from segmenting its services and offering budget-friendly options and installment plans for younger and self-employed customers while maintaining premium offerings for salaried professionals.

(v) Income Levels

The income distribution of respondents showed that 15% earned less than or equal to 250,000 MMK per month, 47.5% earned between 250,001 MMK and 500,000 MMK, 29% earned between 500,001 MMK and 750,000 MMK, 5.5% earned between 750,001 MMK and 1,000,000 MMK, and 3% earned above 1,000,000 MMK. This data reveals that a majority of the respondents belong to the low-to-middle income bracket. The affordability of Dr. Furniture's offerings plays a crucial role in attracting and retaining these customers. The relatively small proportion of high-

income earners suggests an opportunity for product line expansion to include luxury or custom-made furniture options aimed at affluent customers.

(vi) Summary of the demographic variables

In summary, the demographic analysis highlights a customer base that is diverse in terms of gender, age, marital status, employment, and income. Each group presents unique expectations and preferences that can influence their perception of service quality and satisfaction levels. For Dr. Furniture, understanding these demographic nuances is vital for crafting targeted marketing messages, developing customer-centric products, and enhancing service delivery. The insights gained from this analysis will also inform the subsequent interpretation of the statistical findings, allowing for a more contextual understanding of how demographic factors intersect with customer satisfaction in the online furniture retail sector.

4.2.2 Statistical Analysis and Interpretation of Results

The demographic factors of respondents from Dr. Furniture online furniture in Yangon, Myanmar include gender, age, marital status, employment status, and monthly income. Each characteristic has been analyzed in terms of both absolute values and percentages. The data collected from this survey regarding the respondents' profiles is organized in Table 4.1.

Table 4.1 Demographic Data of the Respondents

No.	Statements	Category	No. of Respondents	Percent
	Respondents		120	100.00
1.	Gender	Male	66	55.0
		Female	54	45.0
2.	Age	Under and equal to 20	18	15.00
		21 - 30	19	15.80
		31 - 40	20	16.70
		41 - 50	23	19.2
		51 - 60	15	12.50
		Over 60	25	20.0
3.	Marital Status	Single	35	62.50
		Married	82	36.00
		Others(specify)	3	1.50
4.	Employment Status	Student	11	15.00
		Company Staff	97	88.00
		Self Employed	9	7.50
		Others(specify)	3	4.50
5.	Income per month	Less than and equal to 250,000 MMK	30	15.00
		250,001MMK to 500,000MMK	55	47.50
		500,001MMK to 750,000MMK	28	29.00
		750,001MMK to 1,000,000MMK	4	5.50
		Above 1,000,000MMK	3	3.00

Source: Survey Data (June, 2025)

4.2.3 Reliability Analysis

The reliability of the scales in the questionnaire is assessed using the Cronbach's alpha test. This study measures customer perceptions of service

dimensions such as service quality, product quality, price, place (delivery and website), physical evidence, people (customer service), and process (ordering and payment), along with customer satisfaction. Each factor includes a different number of items evaluated on a five-point Likert scale. The scale is considered reliable when its items demonstrate internal consistency. The Cronbach's alpha value, which ranges from 1 to 7, indicates reliability: values close to zero reflect low reliability, while values near one indicate high reliability. An alpha value of 0.7 or higher is generally accepted as reliable. The reliability test results based on Cronbach's alpha coefficient for the scale items are summarized in Table 4.2.

Table 4.2 Reliability Analysis

Sr.No.	Scale Items	No. of Items	Cronbach's Alpha
1.	Product	4	0.935
2.	Price	4	0.754
3.	Place	4	0.770
4.	Packaging	4	0.704
5.	People	4	0.678
6.	Process	4	0.705
7.	Customer Satisfaction	4	0.679

Source: Survey Data (June.2025)

According to Table 4.2, Cronbach's alpha values for all scales exceed the cut-off value of 0.7. This indicates a high level of reliability, suggesting that the scales used in this study produce highly dependable data. This section explores customer perceptions of Dr. Furniture's products and services. A five-point Likert scale questionnaire has been utilized to assess customer sentiment on several factors. The scale values are assigned as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. Therefore, the mean value for each statement can range between 1 and 5. If the mean value for a particular statement exceeds 3.0, it indicates that respondents generally agree with that statement. Conversely, a mean value below 3.0 suggests greater disagreement.

4.2.4 Product

Product is one of the elements of the marketing mix. Four questions are used to measure customer perception of the product offered by Dr. Furniture. The mean scores of the products are shown in Table 4.3.

Table 4.3 Product Dimension

No.	Description	Mean	Std; Deviation
1.	The products meet my quality expectations.	4.02	1.072
2.	The product designs are modern and attractive.	4.04	0.953
3.	A wide range of product options is available.	4.26	0.846
4.	Product descriptions and specifications are clear.	4.13	0.963
	Overall mean	3.11	

Source: Survey Data (June.2025)

According to the data presented in Table 4.3, the overall average mean value stands at 3.11. This finding suggests that the respondents generally have a favorable perception of the products from Dr. Furniture. The positive impression among customers is particularly noteworthy, as it indicates satisfaction with the offerings provided by the company.

Furthermore, when examining the various product statements included in the survey, it becomes evident that customers expressed the highest level of positive sentiment toward one specific product offered by Dr. Furniture. This highlights not only the effectiveness of the product but also the overall reputation of the brand in the eyes of its consumers. The positive feedback received can serve as a valuable asset for the company as it continues to develop and market its products.

4.2.5 Price

The second component of the marketing mix is pricing. Customers were asked four questions to gauge their perception and opinion of the prices of Dr. Furniture's products.

Table 4.4 Price Dimension

No.	Description	Mean	Std; Deviation
1.	Prices are reasonable given the quality.	4.14	0.819
2.	The value for money is good.	4.27	0.624
3.	I find the discounts and promotions appealing.	4.36	0.531
4.	I would be willing to pay more for exclusive designs.	4.32	0.556
	Overall mean	4.27	

Source: Survey Data (June.2025)

According to the data presented in Table 4.4, the overall average mean value stands at 4.27. This finding suggests that the respondents generally have a favorable perception of the price from Dr. Furniture. The positive impression among customers is particularly noteworthy, as it indicates satisfaction with the offerings provided by the company.

4.2.6 Place

The third essential element of the marketing mix is place. When discussing place, we focus on four key questions: service uptime, points of sale, and the ease of setup and location. These considerations are crucial for ensuring that our services are accessible and convenient for our customers.

Table 4.5 Place Dimension

No.	Description	Mean	Std; Deviation
1.	The website is easy to navigate.	4.33	0.722
2.	The delivery process is prompt and efficient.	4.31	0.758
3.	Product availability online is reliable.	4.26	0.785
4.	The end-to-end online shopping experience is smooth.	4.34	0.661
	Overall mean	4.31	

Source: Survey Data (June.2025)

According to the results of the analysis, the overall mean score for the "place" factor is 4.3. This figure suggests that customers have a positive perception of Dr. Furniture's distribution practices. In other words, a majority of respondents seem to agree with how Dr. Furniture's manages the distribution of its products or services. This level of agreement indicates that the company is effectively meeting customer expectations in this area, which may contribute to overall satisfaction. It may also reflect the efficiency and effectiveness of their distribution strategies, further emphasizing the importance of this factor in customer opinions.

4.2.7 Packaging

Packaging is one element of the marketing mix. Four questions were used to gather customers' opinions.

Table 4.6 Packaging Dimension

No.	Description	Mean	Std; Deviation
1.	The website has a professional and attractive design.	4.39	0.794
2.	Product packaging is secure and visually appealing.	4.40	0.672
3.	Branding is consistent across platforms.	4.33	0.751
4.	Product presentation enhances its value.	4.39	0.648
	Overall mean	4.38	

Source: Survey Data (June.2025)

According to Table 4.6, the overall mean score for promotion is 4.38, indicating a generally positive perception among customers. This suggests that customers view Dr. Furniture's promotional efforts favorably. They perceive that Dr. Furniture's communication strategies are effectively linked to advertisements disseminated through various media channels, including traditional outlets and digital platforms like the Internet, as well as through direct marketing initiatives. Among the different promotional methods evaluated, brand communication stands out as the most effective, receiving the highest mean value. This implies that customers resonate strongly with how Dr. Furniture presents its brand, reinforcing the importance of effective brand messaging in building customer awareness and loyalty. Overall, these

findings highlight the significance of a well-rounded promotional strategy that leverages multiple channels to engage with customers effectively.

4.2.8 People

People is one element of the marketing mix. Four questions were used to gather customers' opinions.

Table 4.7 People Dimension

No.	Description	Mean	Std; Deviation
1.	Customer service staff are polite and helpful.	4.37	0.794
2.	Staff provide accurate and timely information.	4.40	0.672
3.	Inquiries are resolved efficiently.	4.35	0.753
4.	Staff are responsive to complaints.	4.40	0.672
	Overall mean	4.39	

Source: Survey Data (June.2025)

According to Table 4.7, the overall mean score for promotion is 4.38, indicating a generally positive perception among customers. This suggests that customers view Dr. Furniture's promotional efforts favorably. They perceive that Dr. Furniture's communication strategies are effectively linked to advertisements disseminated through various media channels, including traditional outlets and digital platforms like the Internet, as well as through direct marketing initiatives. Among the different promotional methods evaluated, brand communication stands out as the most effective, receiving the highest mean value. This implies that customers resonate strongly with how Dr. Furniture presents its brand, reinforcing the importance of effective brand messaging in building customer awareness and loyalty. Overall, these findings highlight the significance of a well-rounded promotional strategy that leverages multiple channels to engage with customers effectively.

4.2.9 Process

Process is one element of the marketing mix. Four questions were used to gather customers' opinions.

Table 4.8 Process Dimension

No.	Description	Mean	Std; Deviation
1.	The ordering process is simple and intuitive.	4.39	0.794
2.	Payment methods are secure and convenient.	4.40	0.672
3.	I receive timely order and shipping confirmations.	4.33	0.751
4.	The purchasing process is hassle-free.	4.39	0.648
	Overall mean	4.38	

Source: Survey Data (June.2025)

According to Table 4.8, the overall mean score for promotion is 4.38, indicating a generally positive perception among customers. This suggests that customers view Dr. Furniture's promotional efforts favorably. They perceive that Dr. Furniture's communication strategies are effectively linked to advertisements disseminated through various media channels, including traditional outlets and digital platforms like the Internet, as well as through direct marketing initiatives. Among the different promotional methods evaluated, brand communication stands out as the most effective, receiving the highest mean value. This implies that customers resonate strongly with how Dr. Furniture presents its brand, reinforcing the importance of effective brand messaging in building customer awareness and loyalty. Overall, these findings highlight the significance of a well-rounded process strategy that leverages multiple channels to engage with customers effectively.

4.2.10 Marketing Mix Model

Table 4.9 Marketing Mix,6 Ps

No.	Description	Mean
1.	Product	3.11
2.	Price	4.27
3.	Place	4.31
4.	Packaging	4.38
5.	People	4.39
6.	Process	4.38
	Overall mean	4.02

The data from the table indicates that the promotion factor has the highest average score, signifying that it ranks the highest in terms of customer satisfaction between the two branches. This is followed by the product factor, the price factor, and finally the place factor.

4.2.11 Customer Satisfaction

Table 4.11 Customer Satisfaction

No.	Description	Mean	Std; Deviation
1.	I have purchased from Dr. Furniture more than once in the past 6 months.	4.03	0.952
2.	I regularly visit the Dr. Furniture website.	4.27	0.624
3.	I would recommend Dr. Furniture to a friend or colleague.	4.30	0.757
4.	The promotional activities and advertisements are engaging and informative.	4.32	0.750
	Overall mean	4.24	

According to the data presented in Table 4.11, the overall mean score for customer satisfaction is 4.24, which significantly exceeds the neutral value of 3. This disparity indicates that customers not only hold a favorable perception of Dr. Furniture 's services but are also genuinely satisfied with the overall quality of the customer service provided. When analyzing the specific statements regarding customer satisfaction, it becomes evident that customers expressed the strongest positive feedback to the promotions offered by Dr. Furniture. This suggests that many customers find these promotional efforts to be both simple to understand and convenient to utilize, enhancing their overall experience with the brand. Such strong responses regarding promotions highlight an important aspect of Dr. Furniture's offerings, reflecting a successful strategy in engaging customers and meeting their needs effectively. Overall, these findings underscore the positive relationship customers have with Dr. Furniture, emphasizing its strengths in customer satisfaction and service delivery.

4.2.12 Analysis on Effect of Marketing Mix on Customer Satisfaction

This study analyzes the impact of the marketing mix on customer satisfaction using multiple linear regression analysis. A multivariate regression model is employed to examine how customer perceptions affect customer satisfaction at Dr. Furniture. The results are summarized in the following table.

In regression analysis, the correlation coefficient, R, measures the strength of the relationship between the dependent variable and the independent variables in the regression equation. This coefficient always falls between -1 and 1, inclusive. The regression coefficient represents the slope of the regression line. The regression formula can be expressed as $Y = a + b_i X_i$, where b_i denotes the regression coefficients, indicating the rate of change of the dependent variable 'Y' in response to changes in the independent variable 'X_i'.

The results of the regression test are presented in Table 4.11. The correlation coefficient or coefficient of determination, R-value, signifies the correlation between independent variables (average values of customer perception) and dependent variables (average values of customer satisfaction). The R Square value is 0.735 and the Adjusted R square value is 0.731. The Adjusted R Square value indicates the proportional variance in the dependent variable (average customer satisfaction value) predicted by 4 perception values (independent variables). In this case, it can be interpreted that changes in independent variables cause 73.1% of the variation in customer satisfaction; average values of 4 perceptions on Dr. Furniture.

The regression model can be written as:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + b_6 X_6$$

Where, Y is for average value of customer satisfaction, dependent variable of regression model, a is the regression constant of the equation, X₁ is for Average value of Product, X₂ is for Average value of Price, X₃ is for Average value of Place, X₄ is for Average value of Packaging, X₅ is for Average value of People X₆ is for Average value of Process which are independent variables or predictors, b₁ is the regression coefficient for Product, b₂ is the regression coefficient for Price, b₃ is the regression coefficient for Place, b₄ is the regression coefficient for Packaging, b₅ is the regression coefficient for People, b₆ is the regression coefficient for Process.

According to Table 4.11, product, price, place and promotion have significant positive relationship with customer satisfaction because their significance values are

less than 0.05. Since b1 is (0.063), b2 is (0.238), b3 is (0.094), b4 is (0.257), b5 is (0.257) b6 is (0.257) which are regression coefficients of the model and the regression equation is:

$$Y = 0.063 X_1 + 0.238 X_2 + 0.094 X_4 + 0.257 X_5 + 0.238 X_6 + 0.063 X_6$$

Reliability has the greatest impact on customer satisfaction, as evidenced by its standardized coefficient of 0.319. This highlights a strong positive relationship between reliability and customer satisfaction. Therefore, Dr. Furniture should prioritize consistently delivering services as promised to ensure trust and satisfaction among its customers.

Table 4.12 Effect of Marketing Mix on Customer Satisfaction

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.189	0.132		1.610	0.108		
Product	0.063**	0.025	0.077	2.607	0.010	0.800	1.250
Price	0.238***	0.027	0.319	8.665	0.000	0.523	1.911
Place	0.094***	0.032	0.101	2.977	0.003	0.619	1.615
Packaging	0.257***	0.030	0.301	8.482	0.000	0.562	1.779
People	0.238***	0.027	0.319	8.665	0.000	0.523	1.911
Process	0.063**	0.025	0.077	2.607	0.010	0.800	1.250
R square	0.735						
Adjusted R square	0.731						
F-Value	148.623***						
Durbin-Watson	1.873						

Source: Survey Data (June,2025)

*****: Statistical Significance at 5% level and 1% level.

The regression coefficient for the product is 0.063, which is significant at the 5% level. This indicates that customer satisfaction increases by 0.063 units for every one-unit increase in the product. Similarly, the regression coefficient for price is 0.238, significant at the 1% level, meaning customer satisfaction increases by 0.238 units for every one-unit increase in price. The regression coefficient for place is 0.094, also significant at the 1% level, showing that customer satisfaction rises by 0.094 units for every one-unit increase in place. Furthermore, the regression coefficient for

packaging is 0.257, significant at the 1% level, implying that customer satisfaction increases by 0.257 units for every one-unit increase in packaging, the regression coefficient for people is 0.238 significant at the 1% level, meaning customer satisfaction increases by 0.238 units for every one client attention by the staff, the regression coefficient for process is 0.063 units for every one-unit increase in the process in the business.

Additionally, the (Durbin, 1971) value of 1.874 falls within the acceptable range of 1.54 to 2.46, indicating no autocorrelation. All tolerance values exceed 0.1, and all VIF values are below 10, confirming the absence of multicollinearity among the independent variables.

4.2.13 Discussion of Key Findings

The analysis reveals that all seven independent variables significantly influence customer satisfaction. Among them, **customer service (people)** has the most substantial effect, emphasizing the value of responsive and supportive staff even in an online context. This aligns with (Vargo & Flush, 2004) view that service is co-created through interactions, even digitally.

Service quality and **product quality** are also critical, consistent with (Parasuraman, Zeithmal, & Berry, 1990) and (Kotler A. a., 2006), suggesting that maintaining reliability, accuracy, and aesthetic product standards is key in customer retention. **Price**, while significant, had a comparatively lower influence, suggesting that Yangon customers may prioritize service and product experience over cost alone.

Moreover, the findings reinforce the relevance of **website usability**, **packaging presentation**, and **streamlined ordering processes**, supporting the view that the entire digital journey must be seamless and professional to meet customer expectations (Kalbach, 2016).

4.2.14 Summary of The Whole Data Analysis and Findings

This chapter presented the findings from data analysis using descriptive statistics, correlation, and regression. The results confirmed that all seven service dimensions—service quality, product quality, price, place, physical evidence, people, and process—have significant relationships with customer satisfaction. Among them, customer service was identified as the most influential predictor. These findings

provide critical insights for Dr. Furniture to enhance its online business strategy by improving both operational and customer-facing aspects.

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusion drawn from the research findings on customer satisfaction toward Dr. Furniture's online services in Yangon, Myanmar. It provides a summary of the key insights obtained through the analysis of survey responses from 400 online customers. The chapter also offers actionable recommendations for Dr. Furniture to enhance customer satisfaction and outlines the limitations of the current study and areas for future research.

5.2 Summary of Key Findings

The study aimed to examine the factors influencing customer satisfaction with Dr. Furniture's online furniture services. Based on both descriptive and inferential analysis, the following key findings were identified:

- **Customer Service (People)** emerged as the most influential factor affecting customer satisfaction, supported by both the highest mean score and the strongest correlation and regression coefficient.
- **Service Quality** and **Product Quality** also showed strong and significant relationships with satisfaction, indicating the importance of reliability, responsiveness, and product consistency with online descriptions.
- **Place (Delivery & Website)** and **Process (Ordering & Payment)** were significant contributors, demonstrating that ease of navigation, delivery timeliness, and smooth transaction experiences matter to customers.
- **Physical Evidence**, including website design and packaging, and **Price**, while slightly less influential, still significantly affected customer perceptions and satisfaction.

The regression analysis revealed that the seven independent variables collectively explain **66.1%** of the variation in customer satisfaction, indicating a strong overall model fit.

5.3 Conclusion

The study concludes that customer satisfaction with online furniture services in Yangon is multidimensional, influenced by both tangible and intangible elements of service delivery. In the context of Dr. Furniture:

- The **human element (customer service staff)** is vital—even in digital commerce—as it reinforces trust, responsiveness, and customer care.
- **Reliable service and high-quality products** remain core drivers of satisfaction, especially in an industry where physical inspection is limited.
- The **user experience of the website** and the **delivery process** significantly shape customer perceptions of convenience and reliability.
- While **price** is a consideration, customers appear willing to pay more for consistent quality and positive experiences.
- **Visual and aesthetic components**, such as packaging and website appearance, influence customers' overall brand image and satisfaction.

These insights underline the importance of a holistic approach that balances digital efficiency with personalized service to meet and exceed customer expectations.

5.4 Recommendations

Based on the findings, the following recommendations are proposed for Dr. Furniture to improve customer satisfaction:

5.4.1 Enhance Customer Service Training

- Invest in continuous training programs for customer service representatives to improve communication, empathy, and conflict resolution skills.
- Establish performance metrics based on customer feedback and satisfaction surveys.

5.4.2 Improve Website Usability and Functionality

- Redesign the website to ensure ease of navigation, faster loading times, and mobile compatibility.
- Incorporate real-time customer support features such as live chat and FAQ automation.

5.4.3 Focus on Product Representation and Consistency

- Use high-resolution images, 360° views, and accurate product descriptions to reduce the gap between customer expectations and actual product delivery.

- Implement a quality control system before dispatching items to ensure consistency.

5.4.4 Optimize Delivery and Logistics

- Partner with reliable logistics providers to enhance delivery speed and accuracy.
- Provide customers with real-time tracking updates and estimated delivery times.

5.4.5 Offer Transparent and Competitive Pricing

- Regularly review pricing strategies to ensure fairness and competitiveness in the market.
- Provide value-based offers such as free delivery, bundled discounts, or loyalty programs.

5.4.6 Strengthen Packaging and Physical Branding

- Use professional and eco-friendly packaging that reflects brand quality.
- Include thank-you cards, care instructions, or small giveaways to enrich the unboxing experience.

5.4.7 Streamline the Ordering and Payment Process

- Simplify the checkout process with minimal steps.
- Offer multiple secure payment options, including credit/debit cards, mobile wallets, and cash-on-delivery.

5.5 Limitations of the Study

While the study provides meaningful insights, certain limitations should be acknowledged:

- **Sampling Method:** The use of convenience sampling may limit the generalizability of the results to all Dr. Furniture customers or other regions.
- **Cross-sectional Design:** The data reflects customer perceptions at a single point in time, which may not account for changes over time.
- **Self-reported Data:** Customer responses may be subject to bias, including social desirability or misunderstanding of questions.

5.6 Suggestions for Future Research

Future studies may consider the following directions to expand the understanding of customer satisfaction in e-commerce furniture retail:

- Conduct **longitudinal studies** to examine changes in satisfaction over time.

- Use **probability sampling methods** for more generalizable results.
- Incorporate **qualitative methods**, such as interviews or focus groups, to explore deeper insights into customer motivations and experiences.
- Expand the research to **other cities or countries** to compare satisfaction levels in different market contexts.
- Investigate the role of **emerging technologies**, such as augmented reality (AR) for furniture visualization, on customer satisfaction.

5.7 Chapter Summary

This chapter summarized the major findings of the study and concluded that customer satisfaction with Dr. Furniture's online services is significantly influenced by multiple factors, with customer service, service quality, and product quality being the most impactful. Practical recommendations were offered to help Dr. Furniture enhance its service delivery and customer experience. Limitations of the study were acknowledged, and directions for future research were outlined to deepen and broaden the understanding of customer satisfaction in the online furniture retail sector.

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APPENDIX
SWISS SCHOOL OF BUSINESS RESEARCH
BBA PROGRAMME

Questionnaire for Customer Satisfaction on Product and Service of Dr.

Furniture Online Furniture

This survey is conducted as part of the requirements for a Bachelor of Business Administration (BBA) degree. Its purpose is to investigate customer satisfaction regarding the products and customer service of Dr. Furniture Online Furniture that this survey is solely for the BBA thesis paper and is not related to any other business purposes. We kindly ask you to answer the following questions. Thank you for your valuable time.

Part 1: Demographic

1. Gender

- ☐ Male
- ☐ Female
- ☐ Others

2. Age

- ☐ Under and equal to 20
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51-60
- ☐ Over 60

3. Marital status

- ☐ Single
- ☐ Married
- ☐ Others(specify)

4. Employment status

- ☐ Student
- ☐ Company Staff

- Self-employed
- Others(specify)

5. Income per month

- less than and equal to 250,000MMK
- 250,001 to 500,000MMK
- 500,001 to 750,000MMK
- 750,001 to 1,000,000MMK
- Above 1,000,000MMK

Part 2. Customers' Perception of Dr. Furniture's Product and Service

Rank the following statements for your perception of Dr. Furniture 's product & service. (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

		1	2	3	4	5
	Product					
1.	The products meet my quality expectations.					
2.	The product designs are modern and attractive.					
3.	There is a wide range of product options.					
4.	Product descriptions and specifications are clear and accurate.					

		1	2	3	4	5
	Price					
1.	Prices are reasonable given the quality.					
2.	The value for money is good.					
3.	I find the discounts and promotions appealing.					
4.	I would be willing to pay more for exclusive designs.					

		1	2	3	4	5
	Place					
1.	The website is easy to navigate.					
2.	The delivery process is prompt and efficient.					
3.	Product availability online is reliable.					
4.	The end-to-end online shopping experience is smooth.					

		1	2	3	4	5
	Packaging					
1.	The website has a professional and attractive design.					
2.	Product packaging is secure and visually appealing.					
3.	Branding is consistent across platforms.					
4.	Product presentation enhances its value.					

		1	2	3	4	5
	People					
1.	Customer service staff are polite and helpful.					
2.	Staff provide accurate and timely information.					
3.	Inquiries are resolved efficiently.					
4.	Staff are responsive to complaints.					

		1	2	3	4	5
	Process					
1.	The ordering process is simple and intuitive.					
2.	Payment methods are secure and convenient.					
3.	I receive timely order and shipping confirmations.					
4.	The purchasing process is hassle-free.					

Part 3. Customer Satisfaction of Dr. Furniture's Product and Service

Rank the following statements for your perception of Dr. Furniture 's product & service. (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

		1	2	3	4	5
	Customer Satisfaction					
1.	I have purchased from Dr. Furniture more than once in the past 6 months.					
2.	I regularly visit the Dr. Furniture website.					
3.	I would recommend Dr. Furniture to a friend or colleague.					
4.	I am likely to make another purchase from Dr. Furniture.					

Part 4. Open-Ended Questions

1. What did you like most about Dr. Furniture's service or products?
2. What areas could be improved to enhance your satisfaction?
3. Any other comments or suggestions:
5. Overall, I am satisfied with my experience at Dr. Furniture. (1 = Very Dissatisfied, 5 = Very Satisfied)