

This is an interesting project with much effort. The opening lays ground for what follows. The method is detailed but try to keep explanations a little clearer. Move from the conceptual (this is purposive sampling) to the practical (this is how we did it / or would have liked to have done it). The findings are masked by questions about what is you have surfaced and what is Lee's work. Report your findings with minimal citation. See how the section on holistic service works much better. There you start to layout the open (?) codes that make up the axial (?) code of holistic service. This works much better because what you have found is starting to emerge clearly.

National Cheng Kung University

Using the categorization approach of Bitner is interesting. However in her study it tends to work well because of the large

Institute of International Management

number of CIT response she has. I would suggest in your study you could work at a more conceptual level to distinguish satisfaction dissatisfaction.

Qualitative Research Methods

If you left Lee out of your findings and brought it into the discussion -- boom! It would have very high impact. Then added the new(?) dimensions (3) you have unearthed everything would have snapped together beautifully. This takes you towards proposing items for scale development.

Overall - there is a strong sense of purpose and a systematic approach.

Work that title: Buy-online and pick up in convenience store: diagnosing Chinese customers' satisfaction and dissatisfaction :D

Satisfaction/Dissatisfaction of Omni-channel

Chinese Customers on the “Buy-Online- and-Pick-up-in-Convenience-Store” (BOPCS) Service in Taiwan

90%

Comments from presentation

Table of contents = agenda

Sample – useful detail

Qu – axial coding – back to the transcripts or the categories or relationship between the two

Qu – Taguette – how build codes – pivot x against y?

Qu – presence of . . . later – your findings first

Qu – which is your result?

Template? How many categories

Qu – positive and negative

Qu – context perspective (holistic) – tell more

Qu – holistic world view – meaning in data

Good – saturation not achieved.

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CHAPTER ONE

INTRODUCTION

Opening sentence is a bit flaccid.

1.1 Research Background. Perhaps The global trend to online shopping is now an integral parts of the Taiwanese retail market.

Nice start
Important issue -- could relate to China too for eye-wateringly large numbers

Online shopping has grown rapidly worldwide over the past few years. In 2020, the Taiwanese e-commerce market (via pure online platforms) grew by around 16.2%, reaching NT\$ 241.2 billion ("Taiwan - eCommerce," 2022). In that same year, 59.6% of Taiwanese people shopped online, with average annual spending increasing yearly and amounted to NT\$ 3,217 per person in 2020 (*Taiwan Internet Report*, 2020). Together with this momentous rise of online shopping, consumer expectations have also evolved, leading to new opportunities for e-commerce retailers and service providers. One such opportunity is offering a more convenient shopping experience to increase consumer value. Omnichannel retailers which offer integration of different shopping methods (e.g. shopping online, in a physical brick-and-mortar store, through phone, etc.) have been suggested to be preferred by consumers over single-channel retailers (van Baal & Dach, 2005). This is because the integration and coordination across multiple channels let the consumers choose how, where and when they interact with the retailer, allowing for a more seamless shopping experience (Chatterjee, 2010). Many omnichannel consumers prefer to retrieve their orders at a nearby physical store rather than wait for home delivery (Kusuda, 2019). This led to the establishment of the Buy-Online-Pick-up-in-Store (BOPS) service, currently a prevalent omnichannel strategy employed by many retailers worldwide. With BOPS, consumers can pick up a product that they ordered online at a physical store of their choice offline.

All these words are redundant - start at Omnichannel

In other studies, it has been shown that omnichannel retailers offering BOPS service attract two different consumer segments: (1) consumers with short purchase horizons who need the ordered product soon and (2) consumers who are price conscious, seeking to benefit by either: (1) shortening the waiting time or (2) saving on shipping costs (Chatterjee, 2010). To also provide consumers a convenient option, multiple retailers offer the “Buy-Online-Pick-up-in-Convenience-Store (BOPCS)” service, wherein the product purchased online can be picked up by the customer in a nearby convenience store. Particularly in the East Asian countries of Japan (Kusuda, 2019), Taiwan (Hsiao, 2009) and South Korea (K.-H. Lee & Kim, 2021), this service has seen growth over the past few years. Not surprisingly (K.-H. Lee & Kim, 2021), this service has seen growth over the past few years. Interestingly, these three countries also have the three highest ratios of convenience stores per capita worldwide (DeAeth, 2018).

According to a survey conducted by Fair Trade Commission of the Taiwanese government in 2020, there are 11,985 convenience stores in Taiwan, accumulating more than three billion total visits ("Statistics on convenience stores," 2021). This is in stark contrast to the 1,299 post offices in Taiwan as of March 2022 ("Chunghwa Post office locations," 2022). Three of the largest online shopping platforms in Taiwan: Shopee, Momo and PCHome all offer BOPCS services (Chen, 2018; Li, 2019). Therefore, for Taiwanese consumers, BOPCS is a highly accessible delivery option.

Despite the developing relevance of the BOPCS service, studies on BOPCS service quality are scarce. Y. Lee, Choi, and Field (2020) developed a comprehensive scale for BOPS pick-up service quality termed BOPS-PU-QUAL scale. With this scale, they were able to empirically demonstrate the importance of offline service quality to service satisfaction in the omnichannel retail context in the U.S. market. Post-purchase logistics activities (e.g. shipping, tracking and returns) are also noted by Cao, Ajjan, and Hong

(2017) as determinants of customer satisfaction. In a South Korean study by K.-H. Lee and Kim (2021) of BOPCS service customers, overall customer satisfaction was found out to be more impacted by functional value (time, convenience, cost, and suitability) rather than emotional value (habit, peculiarity, preference, and quality of life). However, all of these studies focused more on the tangible elements of the BOP(C)S experience, and did not take into consideration the influence of cultural values on the consumers, which was demonstrated to exist in the global market (Imrie, Cadogan, & McNaughton, 2002). Smith and Reynolds (2002) also noted that culture provides alternative contexts in examining consumer evaluations, as elements such as communications, price and nature of competition often differ between cultures. **This is where you need to build up a more nuanced argument about culture constructing different expectations and perceptions of service**

1.2 Research Objectives.

No. 1 J. Starworth, Hsu, and Chang (2014) noted that Chinese service quality is inherently relational, instead of individually determined, and thus Chinese customer evaluations of service quality has an emphasis on social appropriateness over a focus on individuated outcomes. How these cultural values will interact with functional value which is a dominant shared value amongst customers who choose BOPCS service (K.-H. Lee & Kim, 2021) warrants further investigation. Satisfaction and dissatisfaction of BOPCS in Chinese customers will be explored within this context in Taiwan. **with a prototypical Chinese context; Taiwan.**

The aim of our research is to understand how Chinese customers think about **conceptually SQ and satisfaction are different** service quality in BOPCS. The first objective of this study is to investigate the behavioral drivers and consumption motivations of BOPCS Chinese customers. The second objective is to investigate sources of Chinese customer satisfaction and dissatisfaction with the BOPCS service in Taiwan.

**I would separate these into two
Number and format them to stand out**

CHAPTER TWO

METHODOLOGY

2.1 Sample and Data Collection.

Choice of method - could discuss here

See choice of CIT in service encounter paper

The interviews were conducted both in Mandarin and in English with Taiwanese customers who have used the BOPCS convenience store service within the past 12 months. Interviewees were briefed on the relevant information, including but not limited to the purpose of the interview, the terms of confidentiality, the format of the interview and the expected length of the interview. To plan for data collection, several criteria were considered following the recommendations from the book “*A companion to qualitative research*” (A companion to qualitative research, 2004). To ensure comprehensibility and data integrity, recordings and verbatim transcriptions of interviews were made. The interviews were set up in such a way that it will encourage shorter power distance between the interviewer and the interviewee. For our interview guideline, we drew inspiration from Chapter 10 Collecting primary data using semi-structured, in-depth and group interviews of the book *Research methods for business students* (Saunders, Lewis, & Thornhill, 2009). The complete interview guideline is included in Appendix 1.

Here you want two clear sections (1) sampling purposive and (2) interviews. Cover theoretical aspects and then come to

your implementation

During April 13th to May 5th of year 2022, 3 interviewers have interviewed 19 respondents and recorded 26 critical incidents. The combined length of recording is 5 hours and 11 minutes in total, transcribed and translated into roughly 32,830 English words. The gender distribution of respondents is 8 females and 11 males. In terms of language, 8 interviews were conducted in Mandarin, whereas 11 done in English. The

Here you want to focus on purposive criteria - this report has more frequency of on-line shopping experience ranged from once every 2 months to 15 times per month. Out of 19 respondents, 13 expressed preferences to BOPCS over home delivery, and only 2 preferred home delivery, with the others answering conditional upon the merchandize. The age of respondents ranged from the 20s to the 40s. Seven of the respondents provided 2 critical incidents, while 3 of them failed to describe any incident as a discrete episode (Bitner, Booms, & Tetreault, 1990).

2.2 Grounded Theory and Axial Coding.

In the earlier stage of the study, the researchers only targeted to evaluate the satisfaction and dissatisfaction of the BOPCS Taiwanese customers through their critical incidents. However, the experiences in the critical incidents were casual for the respondents; hence, they were nonchalantly open to additional, and probing questions. They even initiated supplemental discussions and described their environments quite vividly. The interviews were information-rich allowing us to extend our study to examining behavioral drivers, and consumption motivations through grounded theory.

Grounded theory = strategy (in the onion) so I would open the chapter with this. Then explain

Grounded theory is an inductive methodology which systematically analyzes data data collection through interviews. Here you can bring out a reference to the inductive nature to generate a theory. This enabled us to derive categories and examine relationships (Ji of grounded theory

Young Cho, 2014; Kendall, 1999). Our data from the transcripts were disaggregated to produce open codes and *put back* together to form relationships through axial coding (Kendall, 1999; Saunders et al., 2009). To assure validity and credibility of our analysis, explain triangulation - what it is and why it is useful and how you made it work we conducted two stages of investigator triangulations.(Thurmond, 2001) One after open coding, and the other, after axial coding. The steps, and the flowchart below are combinations of suggestions and methodologies from Thurmond (2001), Saunders et al. (2009) , and Carter (2014).

Step 1. Disintegration of interview transcripts. We analyzed each of the transcripts, and focused on discrete events, and conceptualized meanings.

Step 2. Open coding by labeling the units of data. We used the website *Taguette* which helped us manually create *tags* and produced open codes. *Taguette* could only consolidate the open codes into an exportable file and has no capability of analyzing the transcripts on its own. This gave the researchers the reins to further analyze the data based on our contexts during the interviews. See Appendix 2 for the *Taguette* interface.

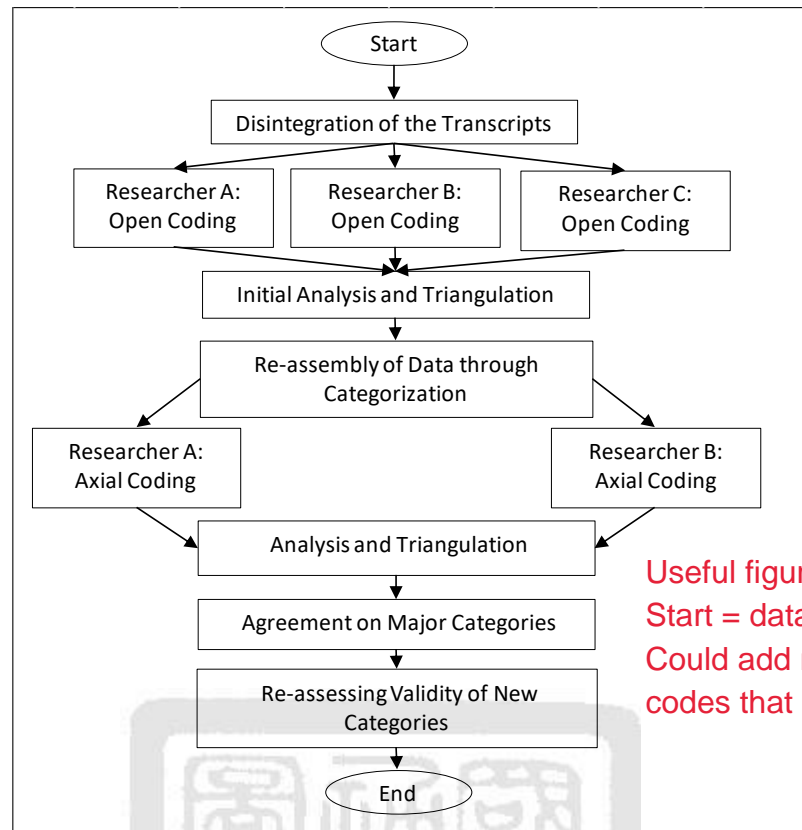
The respondents tended to provide different terminologies during interviews; hence, we did not utilize in-vivo coding. The researchers opted to use our own words based on our knowledge on previous literatures.

Step 3. Initial analysis and investigator triangulation. After separately open coding, the researchers reconvened to discuss the respondents' meanings and to review if we were aligned in terms of contexts. We conducted this after open coding so as not to influence each other's point of view. Yes

Step 4. Axial coding. We then reassembled our data separately to relate the subcategories discovered in open coding.

Step 5. Another round of analysis, and investigator triangulation. The researchers each developed major categories and met to triangulate. After further discussions, we concurred on the major categories and their relationships.

Step 6. To further test the categories in Step 5, we re-evaluated the transcripts into the new categories. This granted more validity to our results.



Useful figure
 Start = data collection/interviews
 Could add numbers (e.g., of codes that emerged / interviews)

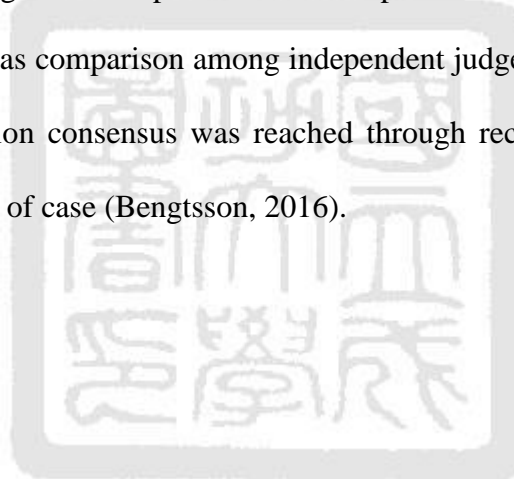
Figure 2-1.
 BOPCS grounded theory no

2.3 Critical Incident Technique. Combine with your interview section

In this study, the design of CIT (Critical Incident Technique) interview questions referenced those used in previous studies (Bitner et al., 1990; Y. Lee et al., 2020). When conducting the CIT interviews, subjects were first asked to describe a satisfying or dissatisfying incident with BOPCS service. Subjects were then assisted in recalling the details through a few incidents profiling questions about the retailer and products involved in the incident, when the incident happened, and at what stage of the purchase. The subjects were further asked to recall the circumstances leading up to the situation, and to describe the actions of the service provider (exactly what they say or do), and any details during the incident. Lastly, the subject would answer what resulted that made them feel the interaction was satisfying (dissatisfying) and incident outcomes. The

interview also covered demographic questions modified from K.-H. Lee and Kim (2021).

Although not all research articles using CIT include element of credibility checks (Butterfield, Borgen, Amundson, & Maglio, 2005), this study adopted investigator triangulation to enhance quality of analysis (Carter, 2014). For investigator triangulation, we first followed the 3 groups described in the previous research by Bitner et al. (1990) for description of initial categories. For inter-subjectivity, members then independently evaluated the placement of each case into categories. Interpretation in groups is known to improve data comprehension (*A companion to qualitative research*, 2004). The open coding activities performed in the previous stage helped researchers decontextualize, whereas comparison among independent judges and group discussion made sure categorization consensus was reached through recontextualization of the detailed interpretations of case (Bengtsson, 2016).



CHAPTER THREE

FINDINGS

3.1 Presence of Four Dimensions in BOPS-PU-QUAL Scale.

After triangulation from the open coding, the researchers were able to come up with categories in Appendix 3. Then, we further evaluated these categories through axial coding, and came up with the final categories and relationships in Figure 3-1. We observed that the codes of the interviews were revolving on the BOPS-PU-QUAL Scale by Y. Lee et al. (2020). This was a serendipitous finding. Although we refer to Y. Lee et al. (2020) in our background, the interviewees were free to discuss any of their sentiments with the platform. In this section we will discuss each of the dimensions in the upper part of Figure 3-1. While the next section will shed light to the lower part, pertaining to the customers' internal criteria.

This is messing things up
Focus on your findings.

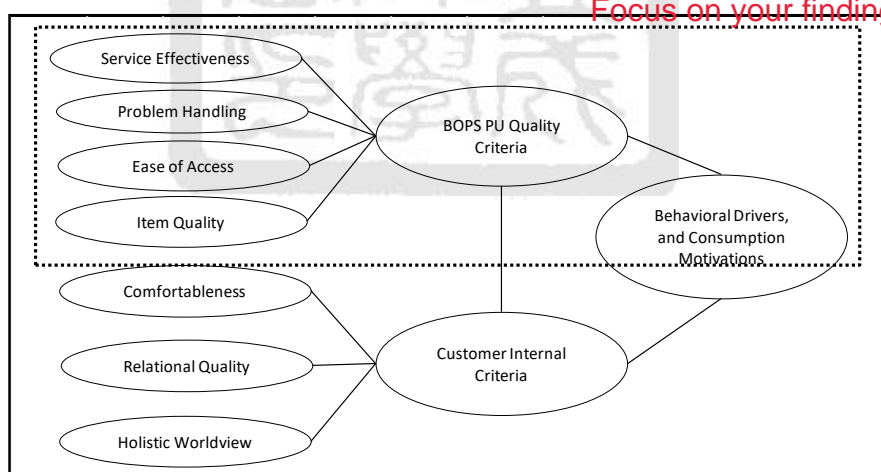


Figure 3-1. BOPS-PU-QUAL scale in relation to behavioral drivers, and consumption motivations

3.1.1 Service Effectiveness. Questions emerge now - is this your's or is this Lee?

Service effectiveness is defined as the interviewees' perceptions of how quick, convenient, and pleasant the BOPCS services were. This also covered if the service

providers gave adequate attention, and value adds to enhance the customer experience. (Y. Lee et al., 2020) Since this category recorded the minimization of effort from the users (Chatterjee, 2010), it had strong relations to the sufficiency of the staffing, and resources in their chosen platforms for BOPCS.

Table 3-1

Service Effectiveness Responses

Positive Perception	Negative Perception
<i>Yes, because after all, the goods are good. And it is convenient to pick up the goods and there is no delay in the process, and their delivery speed is also very fast</i>	<i>Yes, otherwise you see, because I have queued up myself, and some have to pick up the goods in front, and I feel so annoyed if I have to wait in the back, yes, that's how it feels.</i>

3.1.2 Problem Handling.

The problem handling category focuses on the manner the service providers address the concerns of the customers. This included the level of sympathy the seller and the convenience store staff relayed to the users during the complaints, feedbacks or requests. (Y. Lee et al., 2020). Since the researchers consider the BOPCS as an end-to-end process, we covered problem handling from both the seller, and the convenience store. Although there were several problem handling responses with positive perceptions, there were a few clear responses with negative perceptions. The section on customer internal criteria will explore why Taiwanese consumers are empathetic on this negative problem handling.

Table 3-2

Problem Handling Responses

Positive Perception	Negative Perception
<i>No no. So I just type in and I told them “Hey oh you sent me the wrong item”, and they just give me the two choices so I think I'm quite satisfied.</i>	<i>I didn't see you sending the product because if he's sending the product, they will have a notification or something like that. But it didn't have that, so I just ask him and then he just – something like he just read my message, but he didn't reply (laughs)</i>

3.1.3 Ease of Access.

In the paper of Y. Lee et al. (2020) , they specified that the ease of access will only cover offline pick-up. However, as discussed in our previous section, we would be taking the BOPCS process in its entirety from online seller transactions to the actual delivery and pick-up at the convenience stores, until potential reverse logistics. This category relates to the convenience of *access* of the stores, and online sites, *access* to the pick-up counters, and the online instructions received by the customers. In a study by Kim, Park, and Lee (2017), they argued that online instructions are particularly important in BOPCS access. Online instructions should be available, timely, and low in complexity. This is to limit user confusion in their transactions.

Table 3-3

Ease of Access Responses

Positive Perception	Negative Perception
<i>Because there are some products, it may cooperate with convenience stores, so it is only available to deliver to convenience stores.</i>	<i>So, I memorized the store name first. It's very easy that I get a message and I went to store A and I thought it's the store name is the name of the street, but actually it's not.</i>

3.1.4 Item Quality.

This category is attributed to the quality of the actual items and their packaging. The items should arrive in good condition at the convenience store and should be

properly stored while waiting for the customer to pick-up. (Y. Lee et al., 2020) To further clarify, the researchers defined item quality as the complete adherence to the expectations of the customers in terms of quantity, quality, specifications, and packaging by the service providers. Kim et al. (2017) defined these as the product performance risk wherein the customer may experience a perception of loss when a product does not perform as expected.

want to know what you have found here. You could use the quotes in the table to qualify your findings

Table 3-4

Item Quality Responses

Positive Perception	Negative Perception
<p><i>Most memorable. Aaah. I had once with the live plants delivered in a box. I think that is quite memorable because I did not know that it is possible to do that. They were delivered. When I received them, they were quite healthy</i></p>	<p><i>My original expectation was that it would be packaged, there would be an outer package, and then it would be the product when it was unpacked. But no, it arrived just naked,</i></p>

3.1.5 Validity and Fittingness.

The *fittingness* of the BOPS-PU quality scale from the study of Y. Lee et al. (2020) to the first half of our findings demonstrated increased validity of the collected data, open coding, and axial coding. Fittingness or transferability, in grounded theory, is the probability of the research findings to have meanings in other similar situations. This provides a reflection on the applicability of the working propositions. Our findings *fit* into a context other than the situations they were derived from. This enhances the *rigour* of the results. (Chiovitti & Piran, 2003)

The study of Y. Lee et al. (2020), was set in the US, and was covering BOPS platforms for online order and pick-up in their own physical stores (e.g., ordering from Walmart website, and picking up from Walmart store), whereas our study delineated on buying in online platforms and picking up in convenience stores only. We want to

emphasize that the partial fit came from the utilitarian scales, as Western consumers are more inclined to rate functional needs over experiential.

3.2 Emergence of Three Dimensions in Chinese Customer Criteria.

During the process of our category refinement, as described in the previous section, most codes on tangible elements in our data could be categorized into the four dimensions in BOPS-PU-QUAL Scale (Y. Lee et al., 2020) with some extension of meaning of the dimensions to cover beyond the pick-up process as well as channel integration. However, there are still several codes that could not be easily fitted into the four categories above and will be discussed in the following section of CIT analysis. In this section, we will focus on three categories that we think may involve cultural influence, namely Comfortableness (zì` zà`i) (J. Stanworth et al., 2014), Relational Quality (Imrie et al., 2002) and Holistic World View (Nisbett, Peng, Choi, & Norenzayan, 2001). These three concepts emerged from organizing our open codes in the first round and were agreed upon by three members of this study. Next, we will provide definition in reference to previous research and match to examples of occurrence in our data, to elucidate our concepts.

Table 3-5

Samples of the Three Chinese Customer Dimensions

Dimension	Sample
Comfortableness (zì` zǎ` i)	
Feeling judged, loss of face	1. Convenience store clerk, I honestly think they snickered a little bit at that moment when they took things out. Yes, I seriously felt their snickering eyes. It's like, "Alas, this person, I've known him for so long, I can't tell that he's such a nerdy guy", probably like this.
Feeling uncertain/ certain	1. It's kind of weird for me because it's like I order something, but I don't pick up those things as the records is like. I don't do. I don't complete the older order. 2. It will make me feel confident in the process of transportation like that. Yes, it would be, oh, it can be done that way, got it.
Relational Quality	
Reflection on own role	1. So I think it is your own responsibility to pick it up punctually. 2. Yeah. I feel like I buy it, I got a lesson from you. So I won't give you like one star, but I just maybe put you in my blacklist.
Unsaid, implicit communication	1. ... and he told me that he didn't send it by mistake. It's that he just gave it to me. And he didn't say that I have been buying from him for a long time or anything, he just said that he just gave it to me. 2. After this, after I got the product, the first thing is I deleted the app. I won't want to use this anymore. (laughs) So I didn't do any writing.
Holistic World View	
Refuse to base satisfaction on isolated element	1. But you don't have like general hate or general like with the item you purchased you're OK with it like no extreme feeling so. 2. Yes, because after all, the goods are good. And it is convenient to pick up the goods, and there is no delay in the process, and their delivery speed is also very fast. So I think, excluding the unpackaged part, other than that, I feel satisfied. 3. I will normally I will give them another chance. So, for me like 2 times as long as the products is OK. [...] it meets my expectation, then I will still buy from them. 4. Because it meets my needs, it was delivered fast. Yes, then, but just no... no reason to love it too much, mainly because of that, I have to ride a short distance to the convenience store...
High empathy towards service provider	1. ...convenience store are so busy, because they have to give like coffee, and like we need to pay our credit card. So sometimes they are busy, and we are waiting. And maybe their attitude can be... But not for me. For other. Because they are busy, I understand. Sometimes, we are just waiting. And it's ok. They need more time. 2. I think like we all humans, humans make error, so so I don't really think it's like a bad experience. 3. There's a lot of deliveries there. The person working in the convenience store, he needs to deal with a lot of products, so he will he or she will feel very tired, yeah. 4. But we can tell that they are already very tired and lost their patience. But still ok.

3.2.1 Comfortableness (zì` zǎ` i).

The dimension comfortableness (zì` zǎ` i) had been previously described by J. Stanworth et al. (2014) in their work on Chinese service quality. In our data, multiple respondents mentioned concerns over privacy and personal information security. However, one case in particular described feelings of being judged by service employee, which may also involve the face (miànzi) element in another dimension, Respect (zū` n zho` ng), in the work by J. Stanworth et al. (2014). We also observed several cases where

customers expressed the feeling of uncertainty and concerns over appropriateness for their role as a customer in the purchase experience. Some **oops**

3.2.2 Relational Quality.

In several cases, respondents described their own role as an integral part in the purchase experience, rather than regarding themselves as the mere recipient of services. This high level of self-awareness was picked up by all three researchers during open coding. Another cultural element in the relational dimension involved the implicit communication or even lack of communication from the customer, which also seemed unusual in interviews of consumer experience. These observations were put under the category of relational quality, with loose reference to the definitions provided by the work of Imrie et al. (2002).

Here you want to code more specifically - keep tight to the data then something interesting will pop out

3.2.3 Holistic World View.

During early stage of in-group discussion, it was quickly discovered that many respondents would freely discuss a critical incident with a focus on a specific dimension of service, but when they were asked about their perception of satisfaction or dissatisfactions, respondents would immediately step back and answer with balanced view from their own description. These happenings were further grouped into two subcategories. One is the tendency to consider all stages and elements in the experience rather than follow simple logical consequence, and the potentially reserved rather than direct expression of emotions. The other is the high empathy towards the service providers when asked to describe the seeming failures in the process. This is consistent

This section is the best bit of your findings. It would come together

stronger if (1) you coded at the lower code level (e.g., indirect expression) (2) backed it up with quotes from your interviewees

with the previous research where Nisbett et al. (2001) described that in face of the same scenario, people from different cultures may not see the situation as a problem in need

of response. **See how section does not have any citation in it :D**

3.3 Critical Incident Classification.

There were no similarities in the initial critical incident classifications individually done by the researchers. As such, we had to first find out existing frameworks to build on and to start developing our own incident classification. We agreed to build on the CIT classification system by Bitner et al. (1990), as well as defining the core service of BOPCS by extending the BOPS-PU-QUAL dimensions by Y. Lee et al. (2020) to BOPCS for Group 1. This enabled the group to proceed further with investigator triangulation to agree on the final incident classification.

After investigator triangulation, three major groups of customer behaviors accounting for all satisfactory and dissatisfactory incidents were identified, as shown in Figure 3-2, Table 3-6, and Table 3-7. This is in line with Incident Sorting Process and Incident Classification System of Bitner et al. (1990).

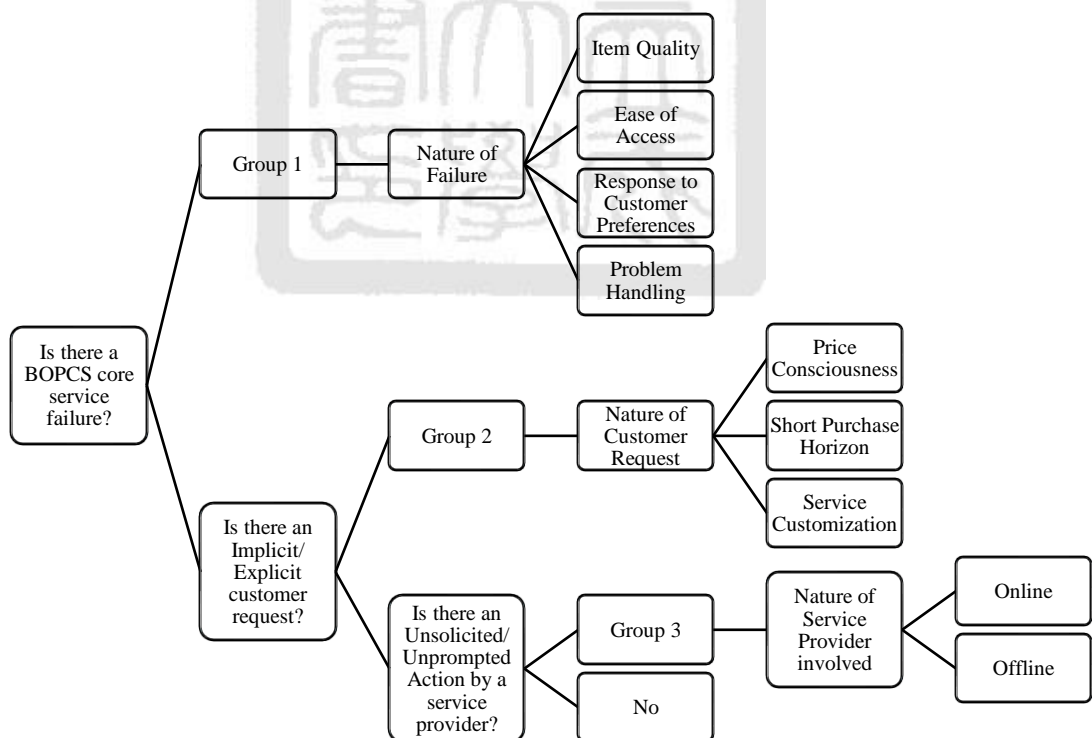


Figure 3-2.
Incident classification system

3.3.1 Group 1 – BOPCS Core Service Failure.

All incidents in Group 1 are directly related to failures in the core service of BOPCS. The BOPCS core service definition has been lifted from Lee et al's BOPS-PU service quality dimensions discussed in previous sections (Item Quality, Ease of Access, Service Effectiveness and Problem Handling). When the BOPCS core service fails, service provider/s act in response to initial customer complaints. The willingness, reaction and ability of the service provider/s contacted by the customer can result in an incident to be remembered by the customer as either satisfying or dissatisfying.

A total of nine incidents recorded fell into this group: six of which were on Item Quality, one on Ease of Access, one on Problem Handling and one on Service Effectiveness. Five out of the six incidents concerning Item Quality ended up as Satisfying, while the other incident was considered Dissatisfying. Each of the cases concerning Ease of Access, Problem Handling and Service Effectiveness were tagged as Dissatisfying.

no need for capitals
use italics on first reference of the term

3.3.2 Group 2 – Implicit/Explicit Customer Request.

Group 2 includes incidents with implicit or explicit customer requests. These customer requests can stem from expectations of consumer segments attracted to BOPCS noted by Chatterjee et al: (1) Consumers with short purchase horizons who need the ordered product soon and (2) Consumers who are price conscious. (3) Service customization, adapted from Bitner et al, is when customers demand service provider/s to make an adjustment in the BOPCS service delivery process to suit their own unique needs. Accommodation/Non-accommodation of these customer requests may lead to an incident being remembered as satisfying or dissatisfying.

Seven incidents recorded are under this group: two of which involve Price-consciousness, two incidents involving Short Purchase Horizon and three incidents on Service Customization. One Price-consciousness incident, one Short Purchase Horizon incident and two Service Customization incidents were considered Satisfying, while one Price-consciousness incident, one Short Purchase Horizon incident and one Service Customization incident were considered Dissatisfying.

3.3.3 Group 3 – Unsolicited/Unprompted Action by a BOPCS Service Provider.

Incidents in Group 3 involve unsolicited/unprompted actions by a BOPCS service provider, unexpected in the customer’s point of view. As an omnichannel service, these actions can be done by either: (1) online service providers (shopping platform, online seller, etc) or by (2) offline service providers (convenience store, logistics, etc). Satisfying incidents represent pleasant surprises in the customer’s point of view, while dissatisfying incidents comprise of negative service provider actions.

Seven incidents recorded fell into this group: three of which involve actions of Online service providers and four involving actions of Offline service providers. All of the recorded incidents in this group were considered as Satisfying.

Table 3-6 [Yes - getting back on track here](#)

Sample Satisfying Critical Incidents

Group	Category	Sample Incident
1	Item Quality	<i>Uh, recently, I bought my kid’s clothes and I choose for the long shirt clothes, but they send me the short clothes one.</i>
2	Price Consciousness	<i>In Decathlon, the price is cheaper and then I only need to purchase at 199NTD and they will deliver at the convenience store...</i>
2	Short Purchase Horizon	<i>I have a meeting on Sunday night that would need that book. Yes, so, it was already Friday morning when the order was placed... Satisfied overall. Because it meets my needs, it was delivered fast.</i>
2	Service Customization	<i>... the convenience store clerk told me, "It's very simple, you can ask (the seller) to send home delivery no problem. Then when the driver calls you, you tell him that you want to send it to the store instead."</i>

3	Online Service Provider	<i>The seller said ... he will videotape the packaging. Then if I unpack it, I will also videotape the unpacking when I receive it. If it is damaged, he will, and he will exchange it unconditionally, yes.</i>
3	Offline Service Provider	<i>... I was surprised that it was still there when I had it delivered to that convenience store. I was shocked that the convenience store kept it frozen.</i>

Table 3-7

Sample Dissatisfying Critical Incidents

Group	Category	Sample Incident
1	Item Quality	<i>... My original expectation was that it would be packaged, there would be an outer package, and then it would be the product when it was unpacked. But no, it arrived just naked...</i>
1	Ease of Access	<i>One thing is that I remember the wrong store to go to... so I may be forgot about the store name and I went to Store A instead of store C.</i>
1	Service Effectiveness	<i>... in Shopee, they often have some promote or activity that you don't need to pay shipping fee... It will take more time to receive your package. It takes more time for them to ship the package in convenience store. And sometimes we have to wait in line in convenience store because there's too many people to get their package...</i>
1	Problem Handling	<i>Oh, he cancelled my rejection. So, the transaction was still continuing. And then he sent the product at that point. So, I still get the product, but it's very, very long time.</i>
2	Price Consciousness	<i>Well, I don't know why but for me it's quite weird, because if you buy like \$2500 it should be free shipping for you. Yet, I still need to pay like \$60 for shipping.</i>
2	Short Purchase Horizon	<i>It's just a bit of a feeling that (they) don't know how to work around it. Yes, then, but there is no way to do it at the moment, he just said that.</i>
2	Service Customization	<i>When I got the one from the PC home, I just regret directly so I ask uh PC home to like cancel the orders. On the day, but they say it's done... So it says OK, it will go to the convenience (store) so, but you just don't pick up.</i>

CHAPTER FOUR

DISCUSSIONS

4.1 Chinese Customer Criteria.

Compared with in-store shoppers, customers who chose BOP(C)S options tend to value utilitarian benefits such as saving money, efforts and time over the holistically social experience of in-store shopping (Y. Lee et al., 2020). Initially we thought that the service encounters in BOPCS are highly standardized and transactional. To our surprise, our interviews still yielded many statements that were very rich in cultural and relational context for analysis. One possible reason is the prevalence of convenience stores in Taiwan, and the fact that many respondents frequently visit their pickup convenience store locations for purposes beyond pick up. Therefore, several of our respondents described highly interpersonal contacts in their BOPCS experience, in scenarios like the role of the convenience store in reverse logistics, the privacy issue surrounding item content during pickup, and an empathetic understanding of all the tasks of convenience store employees.

In previous research, it was shown that the dimension of reliability is weak or absent in Chinese customer evaluation of service quality (J. O. Stanworth, 2009). This tendency was also observed in our data, where respondents would often report satisfaction on problem handling over dissatisfaction that caused the problem, or **Good observation** automatically started finding contextual explanations for the ineffective service they received and refused to label the experience as dissatisfying. This fits also with the observation that “Chinese customers holistically understand a situation and seek an expression of balance among elements” (J. Stanworth et al., 2014). This is not be confused with what was termed the Gestalt evaluation in the discussion by Bitner et al.

(1990). Because the holistic evaluation and inability to attribute the satisfaction or dissatisfaction to a more specific action by the employee wasn't due to the compound nature of experiences but were in fact resulted from simultaneous considerations of highly contextual and at times contradicting situations. We interpreted this as part of the influence from *the principle of holism* rooted in the Chinese culture (Nisbett et al., 2001).

In one incident, the respondent felt personal taste exposed due to lack of proper packaging of the received item. Although it started as an event surrounding privacy, a more universal theme in the omnichannel service quality (Y. Lee et al., 2020), but the perceived judgment was strictly implicit and non-verbal, bringing out another recurring element in our data, namely, implicit communication. In multiple accounts, the respondents forego the opportunity to use customer feedback channels despite being dissatisfied or even.

It is worth noting that in the first and second rounds of coding yielded more overlap in those BOPS-PU-QUAL categories than those Chinese criteria potentially due to cultural sensitivity. But high empathy towards service provider, the reluctance in expressing dissatisfaction, and uncomfortableness to label the experiences were repeatedly observed and agreed upon by all researchers of this study.

4.2 Sources of Satisfaction/Dissatisfaction.

4.2.1 Sources of Satisfaction.

Group 1 incidents involve customers encountering a BOPCS core service failure and the related service provider action in response to this failure. In our sample, satisfying incidents in Group 1 all involve issues with Item Quality. When an online seller provides the customer redelivery options when a dress with the wrong size was

delivered, or when a convenience store manager helps a customer with the refund process when a fake item was delivered, the customer still remembers such incidents as satisfying despite the initial core service failure. This is in line with the findings of Bitner et al. (1990): core service failures can still end up as satisfying in the point of view of customers if these failures are handled properly by the concerned service provider.

Customer requests, whether explicitly stated or implicitly stated, are involved in Group 2. In our samples, these range from implicit delivery fee and delivery time expectations to explicit requests for service customization, such as low temperature requirements. Based on our data, accommodation of these implicit/explicit customer requests led to satisfying incidents.

Group 3 incidents have unprompted or unsolicited actions by a BOPCS service provider. Apart from satisfying the core services, service providers (such as online sellers or convenience store employees in our samples) go the extra mile and perform actions unexpected in the customer's point of view, which eventually led to satisfying incidents as remembered by customers. In our samples, these include an online seller giving a bonus gift item to a regular customer, and convenience store employees ensuring freshness of ordered meat by placing it in a freezer. Our recorded data included incidents concerning both online and offline BOPCS service providers, indicating that both online and offline service providers play a role in customer satisfaction in this omnichannel service.

4.2.2 Sources of Dissatisfaction.

In our samples, we encountered a wide range of dissatisfying incidents from Groups 1 and 2, all unique in nature. This may suggest, however, that saturation may

have not been achieved yet with the sample size due to research limitations, which will be discussed further.

In Group 1, all categories of BOPCS core service failure are represented in terms of dissatisfying incidents. These incidents range from improper packaging, exposing a customer's private purchase to everyone around him, to a customer confused with the correct convenience store to pick-up her purchase from, to customers experiencing delays in delivery and queueing time. As previously mentioned, these initial BOPCS core service failures can still turn out to be satisfying, although this would highly depend on the action of the service providers. Service providers should thus have to ensure proper response to core service failures to prevent negative evaluation of customers.

Although (J. Stanworth et al., 2014) noted that dissatisfaction items are not necessarily the opposite of satisfaction items, from our Group 2 data, we observed that non-accommodation of implicit/explicit customer requests led to dissatisfying incidents. All Group 2 categories (Price-consciousness, Short Purchase Horizon and Service Customization) all have representative dissatisfying incidents. These include non-accommodation of implicit request on delivery fees and explicit requests on bypassing identification verification and cancelling an order.

For Group 3, we have no recorded dissatisfying incidents on unprompted/unsolicited service provider action. This can also be attributable to non-achievement of research saturation.

Further examination though of dissatisfiers, as well as its relationship with other factors such as satisfiers, criticals and neutrals (J. Stanworth et al., 2014) would also give a clearer understanding on the dissatisfying incidents.



Figure 4-1.
Behavioral drivers and consumption motivations and sources of satisfaction/dissatisfaction



CHAPTER FIVE

LIMITING FACTORS

The researchers acknowledge the importance of excellent planning on non-probabilistic sampling. However, due to time constraints, we had to start with the interviews, and coding right after proposal approval. Otherwise, we will not be able to give a complete report on its due date. We used all interview transcripts of 19 respondents.

Given more time, the researchers might have been able to do a heterogeneous approach in sampling. We were slightly inclined to this, given that our respondents were already either students, or employees. We could have extended to other sectors like elderly, or stay-at-home parents. Another missed opportunity in this research was incorporating observations and recording actual critical incidents inside convenience stores. This would have provided richer data. However, this would take some time, which was quite scarce for the researchers. Saunders et al. (2009)

The researchers are composed of one Taiwanese and two Filipinos and utilized Mandarin and English in the interviews. We recognize that using the native language of our respondents is more effective in gaining access, and in establishing trust (Drew, 2014). Speaking Mandarin will also be a great advantage to cover all necessary cultural norms and language nuances during interviews. However, we used two languages to prioritize the researchers' improvements in interviewing, and the collective productivity of three interviewees.

Finally, the problems associated with the COVID-19 pandemic are still present. There were sudden lockdowns and quarantines announced on campus during our research schedule; hence, the researchers conducted most of our interviews online. This

means that some non-verbal cues might not be covered by the recordings, and the written transcripts alone. To compensate, the researchers made sure to conduct thorough questions and probing queries. **Ok**



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Thorough

APPENDICES

Appendix 1: Interview Guidelines

Sample:

The interviews will be conducted in Mandarin Chinese or English with Taiwanese customers who have used the BOPS convenience store delivery service within the past 12 months.

Initial Contact:

1. Confirm if interviewee has used BOPS convenience store delivery within the past 12 months.
2. Prep the interviewee to recall several memorable experiences related to BOPS convenience store delivery prior to the interview. Tell him/her that we're interested in their experience in BOPS, from beginning (e.g. choosing product from an app, choosing pickup location) to payment (e.g. online payment, convenience store cashier payment) to pickup and after-service (e.g. returns). For interviews conducted in English, it is useful to send questions in advance so the respondents can prepare.
3. Schedule the interview (indicate that it will be under 20 minutes) depending on the interviewee's free schedule and preferred medium of interview/location.
4. Adjustments can be made depending on the results of the initial interview.

Before Interview:

1. Scout location/ensure sending out Zoom invitations.
2. Solve connection and recording technical problems.
3. Bring Interview Guideline to the interview.

Interview Opening:

1. Purpose of the interview:
Good day! Thank you for making time for this interview. *(Add some inputs on possible school stages, or similar works to establish trust/rapport)*
I am/We are IMBA student/s taking up QRM class and for our research, we are studying customer satisfaction with the "buy-online-and-pick-up-in convenience store" delivery service in Taiwan. *(Add BOPS description or example to clarify concept)*
We're interested in your experience in "buy-online-and-pick-up-in convenience store", from beginning (e.g. choosing product from an app, choosing pickup location) to payment (e.g. online payment, convenience store cashier payment) to pickup and after-service (e.g. returns).
2. Confidentiality:
All the information that we will be gathering from our discussion will be kept confidential and secure. We will be discussing the results in our QRM class, and in our submitted research paper. However, rest assured that we will keep your anonymity, and will only be focusing on the data of the interview.

Do you have any other questions for me before we start this interview?

If you don't mind, may I record our conversation? It will save me the time for taking notes. *(Switch on recorder)*

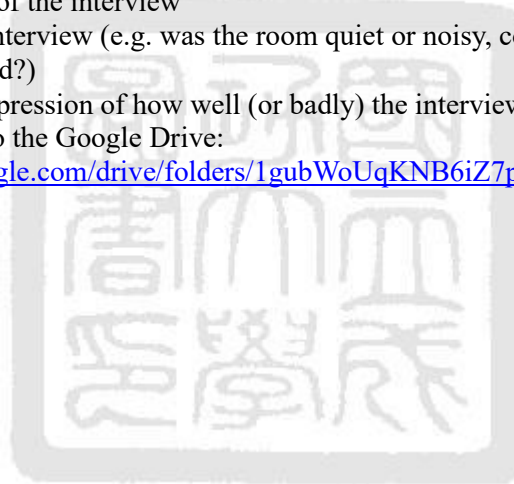
Interview Body:

- How often do you use online shopping? (mean per month)
- How often do you use "buy-online-and-pick-up-in convenience store"? (ratio to all online shopping)

- When you choose “buy-online-and-pick-up-in convenience store” option, what are the considerations?
1. Please describe a satisfying or dissatisfying incident with “buy-online-and-pick-up-in convenience store” delivery.
 2. Which retailer and products are involved in the incident?
 3. When did the incident happen? (Also clarify at what stage of the purchase)
 4. Please recall the circumstances leading up to the situation.
 5. Please describe the actions of the service provider (exactly what they say or do).
 6. Are there any additional details during the incident?
 7. What resulted that made you feel the incident was satisfying (dissatisfying)?
 8. What are the incident outcomes?

Interview Ending:

1. Express gratitude.
2. Provide contact information of interviewer to allow contact afterwards.
3. Immediately record the contextual data:
 - Background questions: Gender (observe), Age (estimate)
 - Interviewer
 - Date and time of the interview
 - Location/ Medium of the interview
 - The setting of the interview (e.g. was the room quiet or noisy, could you be overheard, were you interrupted?)
 - Your immediate impression of how well (or badly) the interview went
4. Upload recording to the Google Drive:
 - <https://drive.google.com/drive/folders/1gubWoUqKNB6iZ7pBbys5rqKmhjG9eDFF?usp=sharing>



Appendix 2: Taguette

Project info | Documents

Highlights

Name
QRM

Description
BOPS

Manage collaborators

Export project

Export codebook ▾

Import codebook

Delete project

weight meter. Measuring weight for people

Marx - Coding Product

The item is not too big because any every convenience had. Had a rule if you are hacked too much they will not sync. So for sale they need to check the size of their.

Marx - Coding BOPCS Restrictions

It means something is it means my order is arrived here and anytime I just pick-up.

Marx - Coding Time Flexibility

Their attitude. Most is good because most of my questions are answered. And they (still) try to work (in the convenience store). They're always right.

Marx - Coding Personal Interaction

X: So satisfying or dissatisfying?
Y: Satisfying.



Appendix 3: Open Code Tags

Tags	Tags
Cost Savings	Terms and Conditions
Seller-Convenience-Store Partnership	Condition Received
Availability of Convenience Stores	convenience
Product Handling	Convenience Store Updates
Seller Considerations	Cultural Advantage
Value Adds	On-site Product Inspection
Seller Responsiveness	Payment Reversals (Chargebacks, Refunds)
Uniqueness of the Experience	Personal Interaction
Delivery Lead Time	Platform Message Function
Feedback Management	Potential Turning Point
Privacy	Product Concerns
Process Flexibility	Store Location
Process Standardization	Pick-up Requirements
Reverse Logistics	Security
Time Flexibility	Waiting Time
Authority to Handle Queries	Actual Turning Point
Home Reception Restrictions	Business Ties
Pick-up Process	In-Store Experience
Temperature Requirement	Product Importation
Customer Awareness	Reception Amenities
General Experience	Reliability
Platform/Vendor/Store	Self-Service
Quick Turn-around Time	Seller/Platform Reputation
BOPCS Restrictions	Turn to Regular Customer
Empathy towards Service Provider	Customer Perseverance
Information Quality	Differentiating Convenience Stores
Problem Handling	Information Quantity
Minimum Order Costs	Purchase Habit

Match Overview



4%



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CHAPTER ONE

INTRODUCTION

1.1 Research Background.

Online shopping has grown rapidly worldwide over the past few years. In 2020, the Taiwanese e-commerce market (via pure online platforms) grew by around 16.2%, reaching NT\$ 241.2 billion ("Taiwan - eCommerce," 2022). In that same year, 59.6% of Taiwanese people shopped online, with average annual spending increasing yearly and amounted to NT\$ 3,217 per person in 2020 (*Taiwan Internet Report*, 2020). Together with this momentous rise of online shopping, consumer expectations have also evolved, leading to new opportunities for e-commerce retailers and service providers. One such opportunity is offering a more convenient shopping experience to increase consumer value. Omnichannel retailers which offer integration of different shopping methods (e.g. shopping online, in a physical brick-and-mortar store, through phone, etc.) have been suggested to be preferred by consumers over single-channel retailers (van Baal & Dach, 2005). This is because the integration and coordination across multiple channels let the consumers choose how, where and when they interact with the retailer, allowing for a more seamless shopping experience (Chatterjee, 2010). Many omnichannel consumers prefer to retrieve their orders at a nearby physical store rather than wait for home delivery (Kusuda, 2019). This led to the establishment of the Buy-Online-Pick-up-in-Store (BOPS) service, currently a prevalent omnichannel strategy employed by many retailers worldwide. With BOPS, consumers can pick up a product that they ordered online at a physical store of their choice offline.

In other studies, it has been shown that omnichannel retailers offering BOPS service attract two different consumer segments: (1) consumers with short purchase horizons who need the ordered product soon and (2) consumers who are price conscious, seeking to benefit by either: (1) shortening the waiting time or (2) saving on shipping costs (Chatterjee, 2010). To also provide consumers a convenient option, multiple retailers offer the “Buy-Online-Pick-up-in-Convenience-Store (BOPCS)” service, wherein the product purchased online can be picked up by the customer in a nearby convenience store. Particularly in the East Asian countries of Japan (Kusuda, 2019), Taiwan (Hsiao, 2009) and South Korea (K.-H. Lee & Kim, 2021), this service has seen growth over the past few years. Not surprisingly (K.-H. Lee & Kim, 2021), this service has seen growth over the past few years. Interestingly, these three countries also have the three highest ratios of convenience stores per capita worldwide (DeAeth, 2018).

According to a survey conducted by Fair Trade Commission of the Taiwanese government in 2020, there are 11,985 convenience stores in Taiwan, accumulating more than three billion total visits ("Statistics on convenience stores," 2021). This is in stark contrast to the 1,299 post offices in Taiwan as of March 2022 ("Chunghwa Post office locations," 2022). Three of the largest online shopping platforms in Taiwan: Shopee, Momo and PCHome all offer BOPCS services (Chen, 2018; Li, 2019). Therefore, for Taiwanese consumers, BOPCS is a highly accessible delivery option.

Despite the developing relevance of the BOPCS service, studies on BOPCS service quality are scarce. Y. Lee, Choi, and Field (2020) developed a comprehensive scale for BOPS pick-up service quality termed BOPS-PU-QUAL scale. With this scale, they were able to empirically demonstrate the importance of offline service quality to service satisfaction in the omnichannel retail context in the U.S. market. Post-purchase logistics activities (e.g. shipping, tracking and returns) are also noted by Cao, Ajjan, and Hong

(2017) as determinants of customer satisfaction. In a South Korean study by K.-H. Lee and Kim (2021) of BOPCS service customers, overall customer satisfaction was found out to be more impacted by functional value (time, convenience, cost, and suitability) rather than emotional value (habit, peculiarity, preference, and quality of life). However, all of these studies focused more on the tangible elements of the BOP(C)S experience, and did not take into consideration the influence of cultural values on the consumers, which was demonstrated to exist in the global market (Imrie, Cadogan, & McNaughton, 2002). Smith and Reynolds (2002) also noted that culture provides alternative contexts in examining consumer evaluations, as elements such as communications, price and nature of competition often differ between cultures.

1.2 Research Objectives.

J. Stanworth, Hsu, and Chang (2014) noted that Chinese service quality is inherently relational, instead of individually determined, and thus Chinese customer evaluations of service quality has an emphasis on social appropriateness over a focus on individuated outcomes. How these cultural values will interact with functional value which is a dominant shared value amongst customers who choose BOPCS service (K.-H. Lee & Kim, 2021) warrants further investigation. Satisfaction and dissatisfaction of BOPCS in Chinese customers will be explored within this context in Taiwan.

The aim of our research is to understand how Chinese customers think about service quality in BOPCS. The first objective of this study is to investigate the behavioral drivers and consumption motivations of BOPCS Chinese customers. The second objective is to investigate sources of Chinese customer satisfaction and dissatisfaction with the BOPCS service in Taiwan.

CHAPTER TWO

METHODOLOGY

2.1 Sample and Data Collection.

The interviews were conducted both in Mandarin and in English with Taiwanese customers who have used the BOPCS convenience store service within the past 12 months. Interviewees were briefed on the relevant information, including but not limited to the ⁵ purpose of the interview, the terms of confidentiality, the format of the interview and the expected length of the interview. To plan for data collection, several criteria were considered following the recommendations from the book “*A companion to qualitative research*” (*A companion to qualitative research, 2004*). To ensure comprehensibility and data integrity, recordings and verbatim transcriptions of interviews were made. The interviews were set up in such a way that it will encourage shorter power distance between the interviewer and the interviewee. For our interview guideline, we drew inspiration from ³ Chapter 10 Collecting primary data using semi-structured, in-depth and group interviews of the book *Research methods for business students* (Saunders, Lewis, & Thornhill, 2009). The complete interview guideline is included in Appendix 1.

During April 13th to May 5th of year 2022, 3 interviewers have interviewed 19 respondents and recorded 26 critical incidents. The combined length of recording is 5 hours and 11 minutes in total, transcribed and translated into roughly 32,830 English words. The gender distribution of respondents is 8 females and 11 males. In terms of language, 8 interviews were conducted in Mandarin, whereas 11 done in English. The frequency of on-line shopping experience ranged from

once every 2 months to 15 times per month. Out of 19 respondents, 13 expressed preferences to BOPCS over home delivery, and only 2 preferred home delivery, with the others answering conditional upon the merchandize. The age of respondents ranged from the 20s to the 40s. Seven of the respondents provided 2 critical incidents, while 3 of them failed to describe any incident as a discrete episode (Bitner, Booms, & Tetreault, 1990).

2.2 Grounded Theory and Axial Coding.

In the earlier stage of the study, the researchers only targeted to evaluate the satisfaction and dissatisfaction of the BOPCS Taiwanese customers through their critical incidents. However, the experiences in the critical incidents were casual for the respondents; hence, they were nonchalantly open to additional, and probing questions. They even initiated supplemental discussions and described their environments quite vividly. The interviews were information-rich allowing us to extend our study to examining behavioral drivers, and consumption motivations through grounded theory.

Grounded theory is an inductive methodology which systematically analyzes data to generate a theory. This enabled us to derive categories and examine relationships (Ji Young Cho, 2014; Kendall, 1999). Our data from the transcripts were disaggregated to produce open codes and *put back* together to form relationships through axial coding (Kendall, 1999; Saunders et al., 2009). To assure validity and credibility of our analysis, we conducted two stages of investigator triangulations.(Thurmond, 2001) One after open coding, and the other, after axial coding. The steps, and the flowchart below are combinations of suggestions and methodologies from Thurmond (2001), Saunders et al. (2009) , and Carter (2014).

Step 1. Disintegration of interview transcripts. We analyzed each of the transcripts, and focused on discrete events, and conceptualized meanings.

Step 2. Open coding by labeling the units of data. We used the website *Taguette* which helped us manually create *tags* and produced open codes. *Taguette* could only consolidate the open codes into an exportable file and has no capability of analyzing the transcripts on its own. This gave the researchers the reins to further analyze the data based on our contexts during the interviews. See Appendix 2 for the *Taguette* interface.

The respondents tended to provide different terminologies during interviews; hence, we did not utilize in-vivo coding. The researchers opted to use our own words based on our knowledge on previous literatures.

Step 3. Initial analysis and investigator triangulation. After separately open coding, the researchers reconvened to discuss the respondents' meanings and to review if we were aligned in terms of contexts. We conducted this after open coding so as not to influence each other's point of view.

Step 4. Axial coding. We then reassembled our data separately to relate the subcategories discovered in open coding.

Step 5. Another round of analysis, and investigator triangulation. The researchers each developed major categories and met to triangulate. After further discussions, we concurred on the major categories and their relationships.

Step 6. To further test the categories in Step 5, we re-evaluated the transcripts into the new categories. This granted more validity to our results.

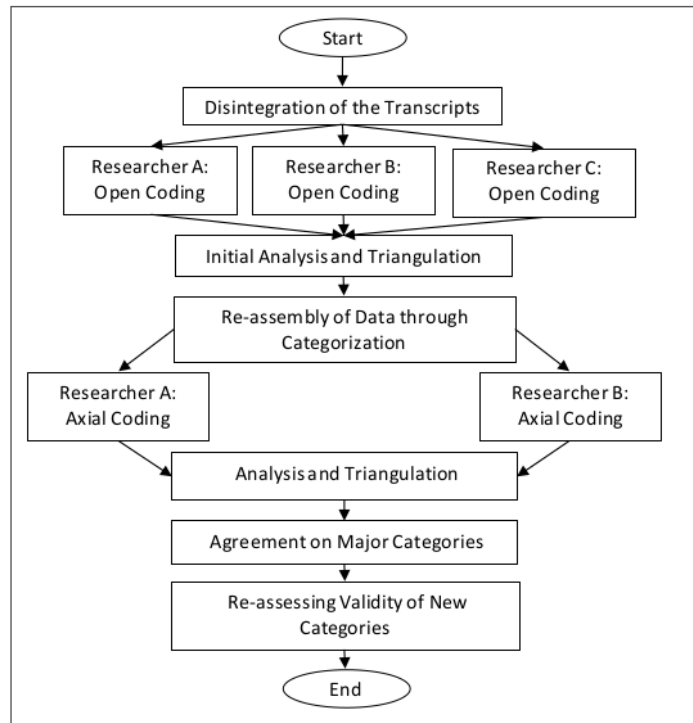


Figure 2-1.
BOPCS grounded theory

2.3 Critical Incident Technique.

In this study, the design of CIT (Critical Incident Technique) interview questions referenced those used in previous studies (Bitner et al., 1990; Y. Lee et al., 2020). When conducting the CIT interviews, subjects were first asked to describe a satisfying or dissatisfying incident with BOPCS service. Subjects were then assisted in recalling the details through a few incidents profiling questions about the retailer and products involved in the incident, when the incident happened, and at what stage of the purchase. The subjects were further asked to recall the circumstances leading up to the situation, and to describe the actions of the service provider (exactly what they say or do), and any details during the incident. Lastly, the subject would answer what resulted that made

them feel the interaction was satisfying (dissatisfying) and incident outcomes. The interview also covered demographic questions modified from K.-H. Lee and Kim (2021).

Although not all research articles using CIT include element of credibility checks (Butterfield, Borgen, Amundson, & Maglio, 2005), this study adopted investigator triangulation to enhance quality of analysis (Carter, 2014). For investigator triangulation, we first followed the 3 groups described in the previous research by Bitner et al. (1990) for description of initial categories. For inter-subjectivity, members then independently evaluated the placement of each case into categories. Interpretation in groups is known to improve data comprehension (*A companion to qualitative research*, 2004). The open coding activities performed in the previous stage helped researchers decontextualize, whereas comparison among independent judges and group discussion made sure categorization consensus was reached through recontextualization of the detailed interpretations of case (Bengtsson, 2016).

CHAPTER THREE

FINDINGS

3.1 Presence of Four Dimensions in BOPS-PU-QUAL Scale.

After triangulation from the open coding, the researchers were able to come up with categories in Appendix 3. Then, we further evaluated these categories through axial coding, and came up with the final categories and relationships in Figure 3-1. We observed that the codes of the interviews were revolving on the BOPS-PU-QUAL Scale by Y. Lee et al. (2020). This was a serendipitous finding. Although we refer to Y. Lee et al. (2020) in our background, the interviewees were free to discuss any of their sentiments with the platform. In this section we will discuss each of the dimensions in the upper part of Figure 3-1. While the next section will shed light to the lower part, pertaining to the customers' internal criteria.

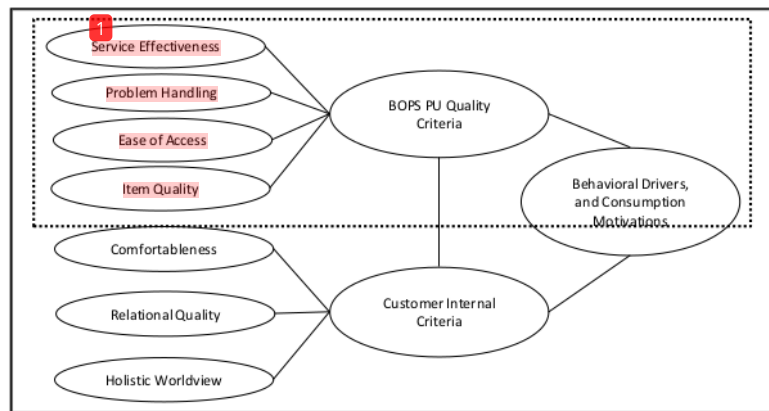


Figure 3-1.
BOPS-PU-QUAL scale in relation to behavioral drivers, and consumption motivations

3.1.1 Service Effectiveness.

Service effectiveness is defined as the interviewees' perceptions of how quick, convenient, and pleasant the BOPCS services were. This also covered if the service providers gave adequate attention, and value adds to enhance the customer experience. (Y. Lee et al., 2020) Since this category recorded the minimization of effort from the users (Chatterjee, 2010), it had strong relations to the sufficiency of the staffing, and resources in their chosen platforms for BOPCS.

Table 3-1

Service Effectiveness Responses

Positive Perception	Negative Perception
<i>Yes, because after all, the goods are good. And it is convenient to pick up the goods and there is no delay in the process, and their delivery speed is also very fast</i>	<i>Yes, otherwise you see, because I have queued up myself, and some have to pick up the goods in front, and I feel so annoyed if I have to wait in the back, yes, that's how it feels.</i>

3.1.2 Problem Handling.

The problem handling category focuses on the manner the service providers address the concerns of the customers. This included the level of sympathy the seller and the convenience store staff relayed to the users during the complaints, feedbacks or requests. (Y. Lee et al., 2020). Since the researchers consider the BOPCS as an end-to-end process, we covered problem handling from both the seller, and the convenience store. Although there were several problem handling responses with positive perceptions, there were a few clear responses with negative perceptions. The section on customer internal criteria will explore why Taiwanese consumers are empathetic on this negative problem handling.

Table 3-2

Problem Handling Responses

Positive Perception	Negative Perception
<i>No no. So I just type in and I told them “Hey oh you sent me the wrong 9 em”, and they just give me the two choices so I think I'm quite satisfied.</i>	<i>I didn't see you sending the product because if he's sending the product, they will have a notification or something like that. But it didn't have that, so I just ask him and then he just – something like he just read my message, but he didn't reply (laughs)</i>

3.1.3 Ease of Access.

In the paper of Y. Lee et al. (2020) , they specified that the ease of access will only cover offline pick-up. However, as discussed in our previous section, we would be taking the BOPCS process in its entirety from online seller transactions to the actual delivery and pick-up at the convenience stores, until potential reverse logistics. This category relates to the convenience of access of the stores, and online sites, access to the pick-up counters, and the online instructions received by the customers. In a study by Kim, Park, and Lee (2017), they argued that online instructions are particularly important in BOPCS access. Online instructions should be available, timely, and low in complexity. This is to limit user confusion in their transactions.

Table 3-3

Ease of Access Responses

Positive Perception	Negative Perception
<i>Because there are some products, it may cooperate with convenience stores, so it is only available to deliver to convenience stores.</i>	<i>So, I memorized the store name first. It's very easy that I get a message and I went to store A and I thought it's the store name is the name of the street, but actually it's not.</i>

3.1.4 Item Quality.

This category is attributed to the quality of the actual items and their packaging. The items should arrive in good condition at the convenience store and should be properly stored while waiting for the customer to pick-up. (Y. Lee et al., 2020) To further clarify, the researchers defined item quality as the complete adherence to the expectations of the customers in terms of quantity, quality, specifications, and packaging by the service providers. Kim et al. (2017) defined these as the product performance risk wherein the customer may experience a perception of loss when a product does not perform as expected.

Table 3-4

Item Quality Responses

Positive Perception	Negative Perception
<i>Most memorable. Aaah. I had once with the live plants delivered in a box. I think that is quite memorable because I did not know that it is possible to do that. They were delivered. When I received them, they were quite healthy</i>	<i>My original expectation was that it would be packaged, there would be an outer package, and then it would be the product when it was unpacked. But no, it arrived just naked,</i>

3.1.5 Validity and Fittingness.

The *fittingness* of the BOPS-PU quality scale from the study of Y. Lee et al. (2020) to the first half of our findings demonstrated increased validity of the collected data, open coding, and axial coding. Fittingness or transferability, in grounded theory, is the probability of the research findings to have meanings in other similar situations. This provides a reflection on the applicability of the working propositions. Our findings *fit* into a context other than the situations they were derived from. This enhances the *rigour* of the results. (Chiovitti & Piran, 2003)

The study of Y. Lee et al. (2020), was set in the US, and was covering BOPS platforms for online order and pick-up in their own physical stores (e.g., ordering from Walmart website, and picking up from Walmart store), whereas our study delineated on buying in online platforms and picking up in convenience stores only. We want to emphasize that the partial fit came from the utilitarian scales, as Western consumers are more inclined to rate functional needs over experiential.

3.2 Emergence of Three Dimensions in Chinese Customer Criteria.

During the process of our category refinement, as described in the previous section, most codes on tangible elements in our data could be categorized into the four dimensions in BOPS-PU-QUAL Scale (Y. Lee et al., 2020) with some extension of meaning of the dimensions to cover beyond the pick-up process as well as channel integration. However, there are still several codes that could not be easily fitted into the four categories above and will be discussed in the following section of CIT analysis. In this section, we will focus on three categories that we think may involve cultural influence, namely Comfortableness (zi` za` i) (J. Stanworth et al., 2014), Relational Quality (Imrie et al., 2002) and Holistic World View (Nisbett, Peng, Choi, & Norenzayan, 2001). These three concepts emerged from organizing our open codes in the first round and were agreed upon by three members of this study. Next, we will provide definition in reference to previous research and match to examples of occurrence in our data, to elucidate our concepts.

Table 3-5

Samples of the Three Chinese Customer Dimensions

Dimension	Sample
Comfortableness (zi' za' i)	
Feeling judged, loss of face	1. Convenience store clerk, I honestly think they snickered a little bit at that moment when they took things out. Yes, I seriously felt their snickering eyes. It's like, "Alas, this person, I've known him for so long, I can't tell that he's such a nerdy guy", probably like this.
Feeling uncertain/ certain	1. It's kind of weird for me because it's like I order something, but I don't pick up those things as the records is like. I don't do. I don't complete the older order. 2. It will make me feel confident in the process of transportation like that. Yes, it would be, oh, it can be done that way, got it.
Relational Quality	
Reflection on own role	1. So I think it is your own responsibility to pick it up punctually. 2. Yeah. I feel like I buy it, I got a lesson from you. So I won't give you like one star, but I just maybe put you in my blacklist.
Unsaid, implicit communication	1. and he told me that he didn't send it by mistake. It's that he just gave it to me. And he didn't say that I have been buying from him for a long time or anything, he just said that he just gave it to me. 2. After this, after I got the product, the first thing is I deleted the app. I won't want to use this anymore. (laughs) So I didn't do any writing.
Holistic World View	
Refuse to base satisfaction on isolated element	1. But you don't have like general hate or general like with the item you purchased you're OK with it like no extreme feeling so. 2. Yes, because after all, the goods are good. And it is convenient to pick up the goods, and there is no delay in the process, and their delivery speed is also very fast. So I think, excluding the unpackaged part, other than that, I feel satisfied. 3. I will normally I will give them another chance. So, for me like 2 times as long as the products is OK. [...] it meets my expectation, then I will still buy from them. 4. Because it meets my needs, it was delivered fast. Yes, then, but just no... no reason to love it too much, mainly because of that, I have to ride a short distance to the convenience store...
High empathy towards service provider	1. ...convenience store are so busy, because they have to give like coffee, and like we need to pay our credit card. So sometimes they are busy, and we are waiting. And maybe their attitude can be... But not for me. For other. Because they are busy, I understand. Sometimes, we are just waiting. And it's ok. They need more time. 2. I think like we all humans, humans make error, so so I don't really think it's like a bad experience. 3. There's a lot of deliveries there. The person working in the convenience store, he needs to deal with a lot of products, so he will he or she will feel very tired, yeah. 4. But we can tell that they are already very tired and lost their patience. But still ok.

3.2.1 Comfortableness (zi`za`i).

The dimension comfortableness (zi`za`i) had been previously described by J. Stanworth et al. (2014) in their work on Chinese service quality. In our data, multiple respondents mentioned concerns over privacy and personal information security. However, one case in particular described feelings of being judged by service employee, which may also involve the face (miànzi) element in another dimension, Respect (zū`n zho`ng), in the work by J. Stanworth et al. (2014). We also observed several cases where customers expressed the feeling of uncertainty and concerns over appropriateness for their role as a customer in the purchase experience. Some

3.2.2 Relational Quality.

In several cases, respondents described their own role as an integral part in the purchase experience, rather than regarding themselves as the mere recipient of services. This high level of self-awareness was picked up by all three researchers during open coding. Another cultural element in the relational dimension involved the implicit communication or even lack of communication from the customer, which also seemed unusual in interviews of consumer experience. These observations were put under the category of relational quality, with loose reference to the definitions provided by the work of Imrie et al. (2002).

3.2.3 Holistic World View.

During early stage of in-group discussion, it was quickly discovered that many respondents would freely discuss a critical incident with a focus on a specific dimension of service, but when they were asked about their perception of satisfaction or dissatisfactions, respondents would immediately step back and answer with balanced view from their own description. These happenings were further grouped into two subcategories. One is the tendency to consider all stages and elements in the experience rather than follow simple logical consequence, and the potentially

reserved rather than direct expression of emotions. The other is the high empathy towards the service providers when asked to describe the seeming failures in the process. This is consistent with the previous research where Nisbett et al. (2001) described that in face of the same scenario, people from different cultures may not see the situation as a problem in need of response.

3.3 Critical Incident Classification.

There were no similarities in the initial critical incident classifications individually done by the researchers. As such, we had to first find out existing frameworks to build on and to start developing our own incident classification. We agreed to build on the CIT classification system by Bitner et al. (1990), as well as defining the core service of BOPCS by extending the ¹ BOPS-PU-QUAL dimensions by Y. Lee et al. (2020) to BOPCS for Group 1. This enabled the group to proceed further with investigator triangulation to agree on the final incident classification.

After investigator triangulation, three major groups of customer behaviors accounting for all satisfactory and dissatisfactory incidents were identified, as shown ⁸ in Figure 3-2, Table 3-6, and Table 3-7. This is in line with Incident Sorting Process and Incident Classification System of Bitner et al. (1990).

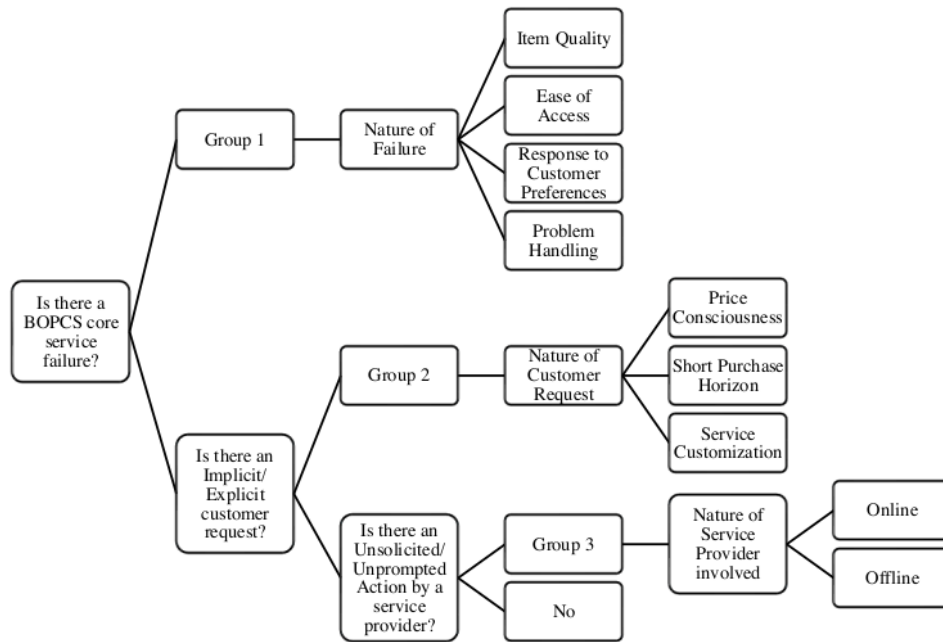


Figure 3-2.
Incident classification system

3.3.1 Group 1 – BOPCS Core Service Failure.

All incidents in Group 1 are directly related to failures in the core service of BOPCS. The BOPCS core service definition has been lifted from Lee et al's BOPS-PU service quality dimensions discussed in previous sections (Item Quality, Ease of Access, Service Effectiveness and Problem Handling). When the BOPCS core service fails, service provider/s act in response to initial customer complaints. The willingness, reaction and ability of the service provider/s contacted by the customer can result in an incident to be remembered by the customer as either satisfying or dissatisfying.

A total of nine incidents recorded fell into this group: six of which were on Item Quality, one on Ease of Access, one on Problem Handling and one on Service Effectiveness. Five out of the six incidents concerning Item Quality ended up as Satisfying, while the other incident was

considered Dissatisfying. Each of the cases concerning Ease of Access, Problem Handling and Service Effectiveness were tagged as Dissatisfying.

3.3.2 Group 2 – Implicit/Explicit Customer Request.

Group 2 includes incidents with implicit or explicit customer requests. These customer requests can stem from expectations of consumer segments attracted to BOPCS noted by Chatterjee et al: (1) Consumers with short purchase horizons who need the ordered product soon and (2) Consumers who are price conscious. (3) Service customization, adapted from Bitner et al, is when customers demand service provider/s to make an adjustment in the BOPCS service delivery process to suit their own unique needs. Accommodation/Non-accommodation of these customer requests may lead to an incident being remembered as satisfying or dissatisfying.

Seven incidents recorded are under this group: two of which involve Price-consciousness, two incidents involving Short Purchase Horizon and three incidents on Service Customization. One Price-consciousness incident, one Short Purchase Horizon incident and two Service Customization incidents were considered Satisfying, while one Price-consciousness incident, one Short Purchase Horizon incident and one Service Customization incident were considered Dissatisfying.

3.3.3 Group 3 – Unsolicited/Unprompted Action by a BOPCS Service Provider.

Incidents in Group 3 involve unsolicited/unprompted actions by a BOPCS service provider, unexpected in the customer's point of view. As an omnichannel service, these actions can be done by either: (1) online service providers (shopping platform, online seller, etc) or by (2) offline service providers (convenience store, logistics, etc). Satisfying incidents represent pleasant

surprises in the customer's point of view, while dissatisfying incidents comprise of negative service provider actions.

Seven incidents recorded fell into this group: three of which involve actions of Online service providers and four involving actions of Offline service providers. All of the recorded incidents in this group were considered as Satisfying.

Table 3-6

Sample Satisfying Critical Incidents

Group	Category	Sample Incident
1	Item Quality	<i>Uh, recently, I bought my kid's clothes and I choose for the long shirt clothes, but they send me the short clothes one.</i>
2	Price Consciousness	<i>In Decathlon, the price is cheaper and then I only need to purchase at 199NTD and they will deliver at the convenience store...</i>
2	Short Purchase Horizon	<i>I have a meeting on Sunday night that would need that book. Yes, so, it was already Friday morning when the order was placed... Satisfied overall. Because it meets my needs, it was delivered fast.</i>
2	Service Customization	<i>... the convenience store clerk told me, "It's very simple, you can ask (the seller) to send home delivery no problem. Then when the driver calls you , you tell him that you want to send it to the store instead."</i>
3	Online Service Provider	<i>The seller said ... he will videotape the packaging. Then if I unpack it, I will also videotape the unpacking when I receive it. If it is damaged, he will, and he will exchange it unconditionally, yes.</i>
3	Offline Service Provider	<i>... I was surprised that it was still there when I had it delivered to that convenience store. I was shocked that the convenience store kept it frozen.</i>

Table 3-7

Sample Dissatisfying Critical Incidents

Group	Category	Sample Incident
1	Item Quality	<i>... My original expectation was that it would be packaged, there would be an outer package, and then it would be the product when it was unpacked. But no, it arrived just naked...</i>
1	Ease of Access	<i>One thing is that I remember the wrong store to go to... so I may be forgot about the store name and I went to Store A instead of store C.</i>
1	Service Effectiveness	<i>... in Shopee, they often have some promote or activity that you don't need to pay shipping fee... It will take more time to receive your package. It takes more time for them to ship the package in convenience store. And sometimes we have to wait in line in convenience store because there's too many people to get their package...</i>

1	Problem Handling	<i>Oh, he cancelled my rejection. So, the transaction was still continuing. And then he sent the product at that point. So, I still get the product, but it's very, very long time.</i>
2	Price Consciousness	<i>Well, I don't know why but for me it's quite weird, because if you buy like \$2500 it should be free shipping for you. Yet, I still need to pay like \$60 for shipping.</i>
2	Short Purchase Horizon	<i>It's just a bit of a feeling that (they) don't know how to work around it. Yes, then, but there is no way to do it at the moment, he just said that.</i>
2	Service Customization	<i>When I got the one from the PC home, I just regret directly so I ask uh PC home to like cancel the orders. On the day, but they say it's done... So it says OK, it will go to the convenience (store) so, but you just don't pick up.</i>

CHAPTER FOUR

DISCUSSIONS

4.1 Chinese Customer Criteria.

Compared with in-store shoppers, customers who chose BOP(C)S options tend to value utilitarian benefits such as saving money, efforts and time over the holistically social experience of in-store shopping (Y. Lee et al., 2020). Initially we thought that the service encounters in BOPCS are highly standardized and transactional. To our surprise, our interviews still yielded many statements that were very rich in cultural and relational context for analysis. One possible reason is the prevalence of convenience stores in Taiwan, and the fact that many respondents frequently visit their pickup convenience store locations for purposes beyond pick up. Therefore, several of our respondents described highly interpersonal contacts in their BOPCS experience, in

scenarios like the role of the convenience store in reverse logistics, the privacy issue surrounding item content during pickup, and an empathetic understanding of all the tasks of convenience store employees.

In previous research, it was shown that the dimension of reliability is weak or absent in Chinese customer evaluation of service quality (J. O. Stanworth, 2009). This tendency was also observed in our data, where respondents would often report satisfaction on problem handling over dissatisfaction that caused the problem, or automatically started finding contextual explanations for the ineffective service they received and refused to label the experience as dissatisfying. This fits also with the observation that “Chinese customers holistically understand a situation and seek an expression of balance among elements” (J. Stanworth et al., 2014). This is not be confused with what was termed the Gestalt evaluation in the discussion by Bitner et al. (1990). Because the holistic evaluation and inability to attribute the satisfaction or dissatisfaction to a more specific action by the employee wasn’t due to the compound nature of experiences but were in fact resulted from simultaneous considerations of highly contextual and at times contradicting situations. We interpreted this as part of the influence from *the principle of holism* rooted in the Chinese culture (Nisbett et al., 2001).

In one incident, the respondent felt personal taste exposed due to lack of proper packaging of the received item. Although it started as an event surrounding privacy, a more universal theme in the omnichannel service quality (Y. Lee et al., 2020), but the perceived judgment was strictly implicit and non-verbal, bringing out another recurring element in our data, namely, implicit communication. In multiple accounts, the respondents forego the opportunity to use customer feedback channels despite being dissatisfied or even.

It is worth noting that in the first and second rounds of coding yielded more overlap in those BOPS-PU-QUAL categories than those Chinese criteria potentially due to cultural sensitivity. But high empathy towards service provider, the reluctance in expressing dissatisfaction, and uncomfortableness to label the experiences were repeatedly observed and agreed upon by all researchers of this study.

4.2 Sources of Satisfaction/Dissatisfaction.

4.2.1 Sources of Satisfaction.

Group 1 incidents involve customers encountering a BOPCS core service failure and the related service provider action in response to this failure. In our sample, satisfying incidents in Group 1 all involve issues with Item Quality. When an online seller provides the customer redelivery options when a dress with the wrong size was delivered, or when a convenience store manager helps a customer with the refund process when a fake item was delivered, the customer still remembers such incidents as satisfying despite the initial core service failure. This is in line with the findings of Bitner et al. (1990): core service failures can still end up as satisfying in the point of view of customers if these failures are handled properly by the concerned service provider.

Customer requests, whether explicitly stated or implicitly stated, are involved in Group 2. In our samples, these range from implicit delivery fee and delivery time expectations to explicit requests for service customization, such as low temperature requirements. Based on our data, accommodation of these implicit/explicit customer requests led to satisfying incidents.

Group 3 incidents have unprompted or unsolicited actions by a BOPCS service provider. Apart from satisfying the core services, service providers (such as online sellers or convenience store employees in our samples) go the extra mile and perform actions unexpected in the

customer's point of view, which eventually led to satisfying incidents as remembered by customers. In our samples, these include an online seller giving a bonus gift item to a regular customer, and convenience store employees ensuring freshness of ordered meat by placing it in a freezer. Our recorded data included incidents concerning both online and offline BOPCS service providers, indicating that both online and offline service providers play a role in customer satisfaction in this omnichannel service.

4.2.2 Sources of Dissatisfaction.

In our samples, we encountered a wide range of dissatisfying incidents from Groups 1 and 2, all unique in nature. This may suggest, however, that saturation may have not been achieved yet with the sample size due to research limitations, which will be discussed further.

In Group 1, all categories of BOPCS core service failure are represented in terms of dissatisfying incidents. These incidents range from improper packaging, exposing a customer's private purchase to everyone around him, to a customer confused with the correct convenience store to pick-up her purchase from, to customers experiencing delays in delivery and queuing time. As previously mentioned, these initial BOPCS core service failures can still turn out to be satisfying, although this would highly depend on the action of the service providers. Service providers should thus have to ensure proper response to core service failures to prevent negative evaluation of customers.

Although (J. Stanworth et al., 2014) noted that dissatisfaction items are not necessarily the opposite of satisfaction items, from our Group 2 data, we observed that non-accommodation of implicit/explicit customer requests led to dissatisfying incidents. All Group 2 categories (Price-consciousness, Short Purchase Horizon and Service Customization) all have representative

dissatisfying incidents. These include non-accommodation of implicit request on delivery fees and explicit requests on bypassing identification verification and cancelling an order.

For Group 3, we have no recorded dissatisfying incidents on unprompted/unsolicited service provider action. This can also be attributable to non-achievement of research saturation.

Further examination though of dissatisfiers, as well as its relationship with other factors such as satisfiers, criticals and neutrals (J. Stanworth et al., 2014) would also give a clearer understanding on the dissatisfying incidents.

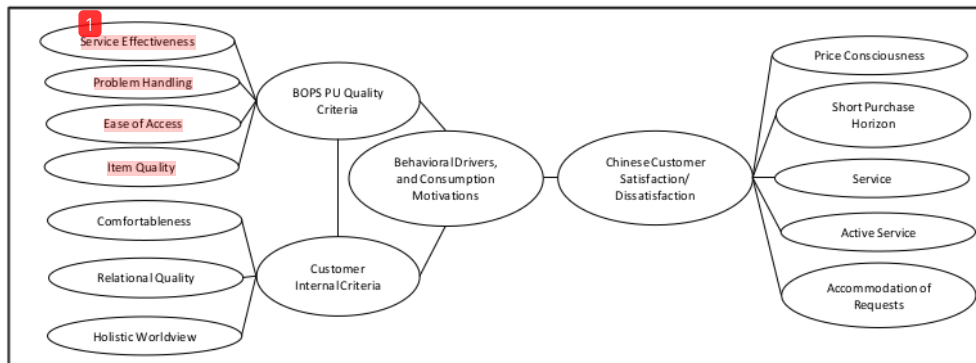


Figure 4-1.
Behavioral drivers and consumption motivations and sources of satisfaction/dissatisfaction

CHAPTER FIVE

LIMITING FACTORS

The researchers acknowledge the importance of excellent planning on non-probabilistic sampling. However, due to time constraints, we had to start with the interviews, and coding right after proposal approval. Otherwise, we will not be able to give a complete report on its due date. We used all interview transcripts of 19 respondents.

Given more time, the researchers might have been able to do a heterogeneous approach in sampling. We were slightly inclined to this, given that our respondents were already either students, or employees. We could have extended to other sectors like elderly, or stay-at-home parents. Another missed opportunity in this research was incorporating observations and recording actual critical incidents inside convenience stores. This would have provided richer data. However, this would take some time, which was quite scarce for the researchers. Saunders et al. (2009)

The researchers are composed of one Taiwanese and two Filipinos and utilized Mandarin and English in the interviews. We recognize that using the native language of our respondents is more effective in gaining access, and in establishing trust (Drew, 2014). Speaking Mandarin will also be a great advantage to cover all necessary cultural norms and language nuances during interviews. However, we used two languages to prioritize the researchers' improvements in interviewing, and the collective productivity of three interviewees.

Finally, the problems associated with the COVID-19 pandemic are still present. There were sudden lockdowns and quarantines announced on campus during our research schedule; hence, the researchers conducted most of our interviews online. This means that some non-verbal cues might

not be covered by the recordings, and the written transcripts alone. To compensate, the researchers made sure to conduct thorough questions and probing queries.

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