



A model for backgrounds and implications of customer experience management in dental centers considering the variable role of word of mouth using a phenomenological approach

Shaghayegh Shakiba Tabar^a, Sina Nematizadeh^{b,*}, Hamidreza Saeidnia^c

^aDepartment of Business Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran.

^bDepartment of Business Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran.

^cDepartment of Business Management, North Tehran Branch, Islamic Azad University, Tehran, Iran.

(Communicated by Ehsan Kozegar)

Abstract

This research aimed to provide a model for backgrounds and implications of customer experience management in dental centers considering the variable role of word of mouth using a phenomenological approach. In this mixed-method study, the researcher used a phenomenological approach to identify the components of the customer experience in dental centers and then tested the model by a quantitative method. The data collection instrument was in-depth interview and protocol with 23 dental clinic managers and clients with which the researcher reached theoretical saturation. In the next stage, the required data were distributed among 320 patients of the dental clinic in District 2 and 4 of Tehran Municipality, and the results were analyzed by PLS software. Finally, the researcher extracted 152 open source codes, coded and selected them based on the theoretical literature, and presented the results in six main dimensions and 28 sub-dimensions. The researcher has presented the research results in the form of a model with six main dimensions, including customer experience, satisfaction of the medical staff, word of mouth of various dental services, strengthening the clinic brand, satisfaction with the clinical environment, and 28 sub-dimensions. Customer experience has had a positive and significant effect on word of mouth.

Keywords: Customer experience, Brand, Word of mouth, Phenomenology

*Corresponding author

Email addresses: shakiba.tabar123@gmail.com (Shaghayegh Shakiba Tabar),
sin.Nematizadeh@iauctb.ac.ir (Sina Nematizadeh), drsaeidnia1@gmail.com (Hamidreza Saeidnia)

Received: March 2021 Accepted: July 2021

1. Introduction

Today, the role of customer experience management is undeniable as a strategic tool regarding the development of manufacturing and service organizations. The increasing expansion of economic and commercial exchanges in the age of the global village and the functional complexity of various monetary, financial, and economic systems and organizations at national, regional, and international levels have created the conditions for structuring a set of common systems and interconnected organizations. One of the necessities of senior management in any organization is to create strong names and brands to enhance their strengths and capabilities over time while fulfilling their promises and commitments. Therefore, creating a positive customer experience for a brand can be considered as one of the ways to achieve a sustainable competitive advantage. A strong brand is the result of a memorable and unique experience when receiving a service or product and the basis of a unique experience. The customer experience is the consumer's mental response to direct or indirect communication with the company's brand, which all dimensions of a product or service, such as capabilities, type of advertising and promotion, appearance, reliability, etc. . The term customer experience has become popular for a few years in the dictionary of marketing and consumer. Therefore, understanding the customer experience is essential, and companies should invest in creating a pleasant experience for their customers because customer experience management is one of the factors of success in the present era . Experience as a part of marketing includes experiences containing the message of which brand, how, and by which it is felt and defined by customers. Managing an experience involves managing a series of experiences that are perceived by the customer. Businesses have been creating and managing experiences for many years without realizing the importance and features of value creation for the customer. Today, the concept of customer experience is widely used as an optimal strategy by market leaders to create value and gain a competitive advantage. For example, experience management in the banking industry requires several different services from managers [8] .

Customer experience management program is a creative and analytical process that focuses on strategy and performance. Achieving a certain amount of experience by applying a favorable definition, increasing customer satisfaction, and maintaining a peak based on customer knowledge make the organization customer-centric to acquire and retain customers. Customers value the quality of their interactions with the organization as much as the quality of their products and services, and the organization is responsible for shaping this perspective. Therefore, paying attention to the customer experience and its proper management can affect customer loyalty, which raises the question of how experience can be managed. The service experience is a separate part of the experience subset that contains messages about which effect is felt and defined by customers . The emotional dependence of the user context is on the customer experience components, and customer experience management is a strategic process. Therefore, customer experience management demonstrates the company's ability to perform[9].

Barry et al. divide customer experience management into three parts, including the customer experience, to shape customers' perceptions based on the technical performance of the services that called the task area, physical and tangible factors that are related to services, which is called the mechanical part, and behavior and appearance of service providers that reflect the human part of customer experience management.

The competitive advantage of companies depends on their efforts to improve these factors in creating customer experience and factors related to the hierarchy of customer experience needs [10].

Businesses have been creating and managing experiences for many years without realizing the importance and features of value creation for the customer. Today, the concept of customer experience

is widely used as an optimal strategy by market leaders to create value and gain a competitive advantage.

Research main question

1. What are the dimensions, components, and constructive indicators of customer experience management in dental centers considering the variable role of word of mouth?
2. What is the priority of the dimensions, components, and constructive indicators of the concept of customer experience management in dental centers, considering the variable role of word of mouth?
3. What is the model of customer experience management in dental centers considering the variable role of word of mouth?
4. What is the evaluation of the customer experience management model in dental centers considering the variable role of word of mouth?

The researcher deals with the theoretical foundations and research literature in the second part, methodology in the third part, analysis of research findings in the fourth part, and conclusion in the fifth part.

2. Theoretical foundations and research literature

2.1. Customer experience

Today, product life cycles are so short that competitors and newcomers will likely to emulate any innovation very soon after starting by a company. Therefore, the logic of customer experience management is reflected here and helps companies look for stable and ongoing relationships with their most profitable customers. Studies show that a company should ensure to have the same personal relationship with the customer over time and through all communication channels to succeed. In other words, the customer and the company interact in the structure and flow of activity in the various channels that continuously deliver value to the customer both individually and collectively. Providing a consistent and integrated customer experience at all times will build trust, which in turn strengthens communication and may lead to higher levels of opportunity and return on investment. Companies need customer experience management because it gives them a 360-degree view of their customers. The customer experience includes all the interactions with customers through various types of communication channels (such as portal, telegram, telephone, text messages, fax, email, and social media). Customer experience management means identifying the customer's tastes and interests and providing a unique experience. Finding information that can help in this direction will not be easy and requires monitoring its communication channels and interactions with the organization [11].

Customer experience will bring great value to organizations, including strengthening the brand name, increasing sales to existing customers, finding new customers, increasing customer loyalty to the brand, reducing costs by declining customer losses, and increasing the commitment of the organization's employees.

In the first step, the customers' information should be completed to get a basic understanding of their interests and tastes. Accordingly, the customer profile in the organization must be completed, and all their interactions must be recorded. All contact information and activity on social networks, if recorded and monitored, will be of great help to organizations[12].

After this step, this valuable information should be used by customers to create a specific experience for them. Providing personalized and customer-oriented services will increase brand loyalty and customer satisfaction. Ian McAllister, CEO of Ford Motor Company, believes, “The quality of products and services in the 2000s, the quality of the brand in the 2010s and the customer experience in the 2020s are the factors that create a competitive advantage [13].

Customer experience management seeks to lead to satisfaction by managing the customer’s mind towards the organization. When customers communicate with an organization (whether in person or through other means of communication such as telephone, SMS, fax, mobile application, telegram, social networks, etc.), they will judge the organization depending on the type of approach, speech, and behavior. Customer experience management aims to meet the expectations and needs of customers with the greatest sense of satisfaction. The company should ensure the consistency of the messages conveyed by these diverse communication channels to successfully form a specific image in the customer’s mind and build relationships with them based on it through the interactions it creates through different communication channels. This is where marketing planning interactions meet the reality of customer experiences in interacting with the company. The company’s customer experience is likely to be a combination of using different types of communication channels to check how the customer’s call is handled when managing the company, how efficient their order processing is, and how well their complaints are handled, and whether the company’s employees listen to them and pay attention, or not [1].

Advantages of customer experience management are increasing customer loyalty and developing the repurchase process, creating outstanding competitive advantages and achieving market leadership, increasing the income and profitability of the business, expanding the market share, increasing the profitable customers, ability to make targeted innovations, and introduce new products, and increasing the commitment of employees and organizational risk management.

Regarding the successful implementation of customer experience management in organizations, researchers believe that the following steps should be taken:

1. Evaluating and designing a customer experience management model

Evaluation: At this stage, customer orientation and experience in the current conditions of the company are evaluated, and the gap between the company and the customer is measured based on customer experience management standards by qualitative and quantitative methods.

Design: The desired result in customer orientation and experience creation should be designed and documented after assessing the current situation by formulating a strategy based on customer experience management, producing appropriate standards, defining a policy, and arranging training workshops.

2. Implementation of customer experience management

In the implementation phase, the greatest focus should be on the critical points from the customers’ point of view; the points where the creation of a nuique and memorable experience in the customer is directly related to the emotional reactions that are located in these sensitive points. The main problem with current businesses is that they do not look at critical issues from a customer perspective.

3. Measurement of customer experience management

Measurement: What happens in practice must be measured by the quality standards necessary for the customer experience and the brand created for the company to ensure the benefits of implementing customer experience management in the company along with comprehensive oversight of the company's customers and employees.

Studies indicate that the effect of customer experience management programs has been significant on net income. Some businesses have experienced a 40% increase in revenue and an 80% decline in marketing costs. However, these positive financial results (as well as other benefits of customer experience management) are achieved through customer-centered medium- and long-term growth strategies. In general, 20 to 30% of business and revenue progress can be guaranteed in a few months by establishing a customer experience management model in the organization [2].

One of the most valid and well-known concepts in marketing and branding is the concept of brand loyalty. This concept plays an essential role in creating long-term benefits because loyal customers do not need extensive promotion efforts. They are willing to pay more to get the benefits and quality of their favorite brand. Organizations can gain more market share by helping brand loyalty because loyal customers frequently buy the brand and resist competitors' situational factors and marketing efforts. Marketers have focused for many years on customer satisfaction to create an advantage for the organization, but today, many researchers have found that a large percentage of satisfied customers have never returned to the firm after a decade of focusing on customer satisfaction. Previous studies have illustrated that retaining 5% of customers in the 14 industries studied has generated 25 to 95% profit for the organization. Today, loyal customer retention strategies are recognized as a critical factor for profitability [3].

2.2. *Word of mouth*

Word of mouth is an informal communication method between non-commercial parties regarding the evaluation of goods and services. This method is a low-cost and reliable way to convey information about products and services or strongly influence on consumer behavior. Word of mouth is usually interactive, has no commercial basis, and has become very important to marketers. Some believe that word of mouth is one of the most effective and efficient methods of advertising. Given the importance of this issue and the effective role of word of mouth in current marketing, it seems that this phenomenon should be effectively managed, and its many benefits and advantages should be exploited by taking conscious and purposeful measures. Today, the role of customer experience management and expression of this experience in word of mouth as a strategic tool is undeniable in developing service organizations. The increasing expansion of economic and commercial exchanges in the age of the global village and the functional complexity of various monetary, financial, and economic systems and organizations at national, regional, and international levels have created the conditions for structuring a set of common systems and interconnected organizations. One of the necessities of senior management of any organization is to create strong names and brands to increase their power and capabilities over time while fulfilling their promises and commitments. Therefore, creating a positive customer experience for a brand can be considered as one of the ways to achieve a sustainable competitive advantage. A strong brand is the result of a memorable and unique experience when receiving a service or product and the basis of a unique experience [4].

Today, investing in improving service quality is considered a strategic advantage, and its role is emphasized in loyalty and word of mouth. Companies should build credibility to improve the quality of their services to create and transmit more word of mouth to customers. Studies have shown that consumers make a positive experience of their product when they are looking for their ideal

outcome. The more attractive the product, the more customer satisfaction is provided, the greater the likelihood of word of mouth because word of mouth refers to the positive feeling of the consumer towards a particular brand. The effect of people's ability on other people's opinions is significant for organizations, especially in those marketing proposals and those purchases that are not easily testable. Positive word of mouth is not enough as an effective source alone, and the recipient needs to show this positive effect, but word of mouth is not the same for everyone, and the effect is different for different people. When word of mouth conveys positive experiences, people are satisfied and satisfied, but people complain when it is negative [5].

Word of mouth plays an essential role in the service industry because people need a reliable source of information in which the sender is independent of the service provider organization and does not receive any benefit in this regard. The reason is that people cannot try these items before buying, which is widely used in complex services or high-perception perceptual purchases.

The role of customer experience in the word of mouth

Given the importance of the brand, programs focusing on brand equity should be on the agenda of banks' marketing units. The first step is to carefully determine what is considered "valuable" by dental clinic patients. Aaker has defined "awareness (perception) of quality" as the customer's mental image of a product or service, "brand awareness" as the level of customer recall of a service or product, "brand association" as the demographic and symbolic aspects of the brand, and "brand loyalty" as the continuation of a customer's purchase over a long period of time as four critical factors in achieving value transfer to patients. Strengthening and focusing clinic therapy on these factors can both increase the clinic's brand and have a significant effect on increasing word of mouth [6].

For example, a clinic can upgrade one or more features of its dental services to clients. However, in today's business environment, increasing the customers' word of mouth requires a strategy to promote a pleasant experience for customers, which aims to establish a strong and beneficial relationship between the customer and the dental clinic.

3. Methodology

The researcher has used the phenomenological approach in the qualitative stage to achieve the conceptual model to provide comprehensive theoretical explanations of a particular phenomenon. The data obtained from information sources were transformed into categories and theories to conceptualize, compile, and analyze in such a way as to formulate a paradigm framework for the researcher [7].

The final model is presented using structural equations and regression (Figure 1). In this stage, the conceptual model obtained from the strategy of Grounded Theory is evaluated by the collected field data and EMOS software. This descriptive-survey study has employed a random sampling method. The statistical population of this section included domestic home appliance customers. Based on this, 320 questionnaires were the basis for analyzing the research data in the quantitative area and model testing. These data were first sorted in SPSS software and then analyzed with EMOS software. Cronbach's alpha was used to evaluate the reliability of the study (0.886), which is more than 0.667 (with an approximation of $\alpha < 0.7$) and acceptable. The structural validity of the researcher's conceptual model has also been investigated using the confirmatory factor analysis approach (Table 1).

In this study, the calculated index value is equal to 0.812, which is higher than the acceptable minimum ($KMO > 0.6$). In fact, the closer the index value is to 1, the better the data for analysis.

Table 1: KMO and Bartlett test results

Test parameters		Test values
KMO for sampling adequacy		0.71
Bartlett test outputs	Value of x^2	8.12
	Df	12
	Sig	0.000

In addition, the total cumulative variance explained for the factors and dimensions of the research model is 0.801, which shows the high power of the model to explain the changes in research findings.

Statistical population, statistical sample, and data collection instruments in the qualitative and quantitative part of the research

The statistical population included academic experts and managers and customers of dental clinics in Tehran collected by snowball sampling method (chain). The researcher has started coding after each interview with the experts. The sample size criterion was in the qualitative part of achieving theoretical saturation, in the sense that no new index or structure was identified in the interviews with the statistical community. In this study, the researcher conducted 23 interviews to achieve theoretical saturation, extracted 152 open codes, and then performed coding and selection based on theoretical literature. The researcher used retest reliability (stability index) and intra-subject agreement method (repeatability index) to evaluate the reliability of the interviews. The results showed that the reliability of the retest was 84%, and the inter-subject agreement index was 77%. Since the reliability rate is more than 60%, the reliability of the coding has been confirmed. Validity in qualitative research depends on the researcher's abilities to implement it. Validity in the qualitative stage, especially qualitative interviews, deals with the two issues of reality and knowledge. For this purpose, this narration has been reviewed and confirmed step by step in the seven proposed stages of qualitative research, including determining the subject, design, position, and conditions of the interview, taking notes of the interviews, analyzing, verifying, and reporting the credibility.

4. Findings

The data were analyzed by the Grounded Theory relying immediately on after each interview. At each stage, the codes extracted from the interviews were given appropriate concepts and labels to identify the basic concepts and critical categories of the research. These categories must be abstract enough to integrate well-defined concepts and sub-codes for broader theoretical scope and inclusion. Hence, more than 152 significant or essential points were obtained from qualitative interviews.

Axial coding links categories and subcategories according to their dimensions and characteristics. Strauss and Corbin's analytical tools were used to discovering how the categories relate to each other, considering conditions, actions, reactions, and implications.

Casual conditions are events that create situations and issues related to a phenomenon and explain why and how individuals and groups respond in particular ways. Causal conditions include those that directly affect the phenomenon of customer experience [14].

Background conditions represent a specific set of phenomena-related features that generally refer to the location of relevant events and provide the particular conditions in which strategies for managing, controlling, and responding to the phenomenon occur (Table 3).

Interventional terms include more general terms such as time, space, and culture, which act as facilitators or limiters of strategies (Table 4).

The phenomenon should be category-centered to relate to all other major categories (Table 5).

Table 2: Categories related to causal conditions

General category	Subcategory
Satisfaction of medical staff	Professional ethics
	Interactions of doctors with patients
	Dental skills
	Satisfaction and proficiency of occupational dentist group therapy

Table 3: Categories and concepts related to contextual conditions

General category	Subcategory
Satisfaction with the clinic environment	Clinic environment
	Satisfaction with dental medical equipment
	Positive word of mouth

Table 4: Categories and concepts related to the conditions of the intervener

General category	Subcategory
Strengthening the clinic brand	Customization of health services
	Effectiveness of advertising
	Better understanding of patients' needs

Table 5: Categories and concepts related to the category-centrality

General category	Subcategory
Customer experience	Client satisfaction
	Variety of dental services
	Creating a pleasant experience of the clinic
	Long-term therapeutic relationship with the patient
	Patient trust in the clinic
	Clinic ads
	Quality of clinic services
	Medical information
Clinic reputation	

Strategies are, in fact, plans and actions that are the output of the central category of the model and end in implications (Table 6).

Table 6: Categories and concepts related to strategies

General category	Subcategory
Variety of restorative and beauty treatment services	Pediatric Dentistry
	Clinical infrastructure factors
	Cosmetic dentistry
	Dentures

Implications are the outputs or results of actions and reactions (Table 7).

Selective coding uses the results of previous coding steps, selects the main categories, system-

Table 7: Categories and concepts related to implications

General category	Subcategory
Word of mouth	Satisfaction with the clinic brand
	Creating an affiliation with the clinic
	Get more services from the clinic
	Recommend the clinic to others
	Satisfaction with the dental materials

atically links them to other categories, validates the connections, and expands the categories that need further development. The paradigm model of this research was designed based on the paradigm model of Strauss and Corbin.

After this stage, the axial and selective coding process was performed to achieve the key and basic dimensions and categories of the research and extract the study’s conceptual model. A total of 152 basic or key concepts were obtained from a combination of critical points, and extracted codes and six main categories were extracted.

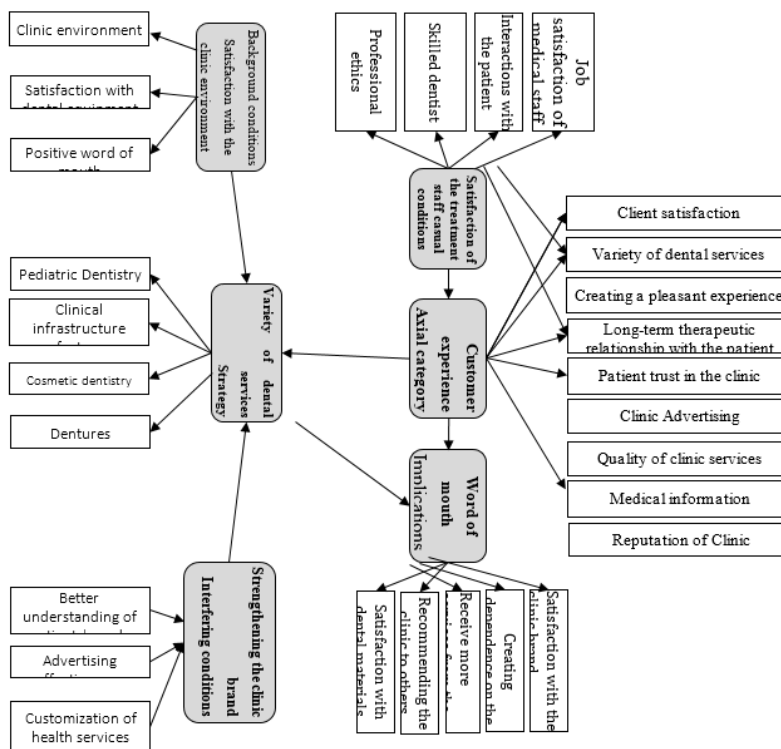


Figure 1: Researcher paradigm model

According to descriptive statistics, the highest percentage of respondents belonged to women (54%) and the lowest to men (46%). The highest percentage was for ages between 30 and 35 (52%), and the lowest was more than 40 (6%). The bachelor (75%) had the highest percentage of education.

Kolmogorov-Smirnov test was used to check the normality of the variables (Table). According to the results, the significance level of all variables is less than the error rate of 0.050. Therefore, the hypothesis of abnormality of the variables was proved, in which case, non-parametric tests are used.

Table 9 shows the average value of responses in the variables to clarify whether their average responses differ from 3 (the middle number of the Likert scale).

Table 8: Kolmogorov-Smirnov test

Variables	The significance level of K-S	Status
Satisfaction of the treatment staff	0.301	Normal
Customer experience	0.212	Normal
Variety of dental services	0.201	Normal
Satisfaction with the clinic environment	0.261	Normal
Word of mouth	0.263	Normal

Table 9: Average responses in the desired variables

Variable	Mean	Standard deviation	Variance
Satisfaction of the treatment staff	5.12	0.79	0.69
Customer experience	4.06	0.80	0.70
Variety of dental services	5.16	0.72	0.59
Satisfaction with the clinic environment	3.15	0.74	0.45
Word of mouth	3.13	0.80	0.60

Validity means how to be sure that the questions set in the measurement tool measure what you need to measure. Content validity and construct validity were used to ensure the validity of this research questionnaire.

The KMO determines whether the variance is influenced by the common variance of some underlying factors and ranges from 0 to 1. If the value of the index is close to 1, the data are appropriate for the factor analysis, otherwise, the value less than 0.5 is usually not very appropriate.

Bartlett's sphericity test examines when a correlation matrix, known mathematically as a matrix, is identical. The correlation matrix between variables is a single matrix, in which case the variables are not significantly related to each other, so it is not possible to identify new factors based on the correlation of variables with each other. In another state is when the correlation matrix between the variables is not a single matrix, in which case there is a significant relationship between the variables, and therefore, it is possible to identify and define new factors based on the correlation of the variables. The significance of the Bartlett test is less than 5% is an appropriate factor because the assumption that the correlation matrix is known is rejected .

Reliability means that if the measuring instrument is given several times in a short period of time to a single group of people, the results will be close to each other. An indicator called the "reliability coefficient" was used to measure reliability, and its size usually varies between zero and one. The reliability coefficient of "zero" indicates unreliability, and the reliability coefficient of "one" indicates complete reliability, and the main purpose of using Cronbach's alpha test is to examine the degree of internal consistency of items on a scale that is prepared through the indexing process. In this study, Cronbach's alpha test was used to evaluate the reliability of the questionnaire (Table 10). Usually, alpha less than 0.6 has poor reliability, 0.6 to 0.8 is acceptable and higher than 0.8 indicates high reliability. Obviously, the closer this number is to one, the better. The data were entered into SPSS software, and Cronbach's alpha coefficient was calculated after collecting the data from the prototype, and the desired coefficient for the questionnaires indicates the high reliability of the measurement tool .

Hypothesis testing and significance coefficients based on the structural model

There is a significant relationship between the two variables when the relationship between the two variables is higher than the absolute value of 1.96. The model with factor loads also analyzes

Table 10: Cronbach's alpha values for variables

Variable	Factor load	Resource	Cronbach's alpha
Satisfaction of the treatment staff	0.59	Kapleen2018	0.84
Customer experience	0.61	Okazaki & Taylor (2018) Salo & Tahtinen (2015)	0.83
Variety of dental services	0.54	Okazaki & Taylor (2018)	0.82
Satisfaction with the clinic environment	0.61	Okazaki & Taylor (2018) Leppaniemi & Heikki (2015) Jingjun Xu (2017)	0.80
Word of mouth	0.58	Okazaki & Taylor (2018) Scharl, Dickinger, Murphy (2005)	0.81

the extent to which independent variables affect the dependent. According to Figures 2 and 3, all path t-coefficients are greater than 1.96, so this path is significant, and the model is approved at a 95% confidence level.

Table 11: Path coefficients

Path	Path coefficients
Customer experience → Satisfaction of the medical staff	3.18
Variety of dental services → Customer experience	3.021
Variety of dental services → Satisfaction with the dental environment	4.01
Word of mouth → Variety of dental services	3.016
Word of mouth → Customer experience	3.14

The coefficient of determination is the main criterion for evaluating the endogenous variables of the structural model. The coefficient of determination must be at least 0.67, while doubts are raised about the theoretical basis of the model and show that the model is incapable of describing endogenous latent variables. The results after running in Emus software are given in Table 12.

Table 12: Endogenous latent variables

Endogenous latent variables	R^2
Satisfaction of the treatment staff	0.501
Customer experience	0.801
Variety of dental services	0.803
Satisfaction with the clinic environment	0.807
Word of mouth	0.802

As shown, the coefficient of determination is greater than 0.67, which means that the variables have been correctly identified.

Overall model fitting

This index examines the overall predictive power of the model and whether the tested model has

been successful in predicting endogenous latent variables. The closer the value is to number one, the better the quality of the structural model.

GOF criteria

This index examines the overall predictive power of the model and whether the tested model has been successful in predicting endogenous latent variables. The value obtained is in the range of zero and one, and a closer value to 1 indicates the appropriate quality of the structural model.

This criterion is calculated using the following formula:

$$GOF = \sqrt{\text{communalities} \times R^2} \quad (1)$$

Which is obtained by placing the average of the common indicators multiplied by the average of the coefficients:

$$GOF = \sqrt{0.7810.682} = 0.7298$$

A perfect fit of the overall model is confirmed, given the value obtained for GOF of 0.72. This index is the square of the average values and the average of the coefficients of determination. The values of 0.01, 0.25, and 0.36 are described as strong, medium, and weak. This index is between zero and one, and values close to one indicate the appropriate quality of the model [16].

$$X^2 = \frac{(N - k) \ln(S_p^2) - \sum_{i=1}^k (n_i - 1) \ln(S_i^2)}{1 + \frac{1}{3(k - 1)} (\sum_{i=1}^k (\frac{1}{n_i - 1}) - \frac{1}{N - k})} \quad (2)$$

$$S_p^2 = \frac{1}{N - k} \sum_{i=1}^k (n_i - 1) S_i^2 \quad (3)$$

$$KM_o = \frac{\sum \sum_{k \neq j} r_{jk}^2}{\sum \sum_{k \neq j} r_{jk}^2 + \sum \sum_{k \neq j} p_{jk}^2} \quad (4)$$

$$MSA_j = \frac{\sum \sum_{k \neq j} r_{jk}^2}{\sum \sum_{k \neq j} r_{jk}^2 + \sum \sum_{k \neq j} p_{jk}^2} \quad (5)$$

Results of confirmatory factor analysis

The overall fit index of the model indicates that the model has a good fit and the collected data supports the conceptual model of the research. The model in question is close to reality, and its value determines that the model has a good fit.

5. Conclusion and discussion

Dentists' work is considered a small business despite the professionalism and specialization of their services, and face many of the same issues and challenges of this type of business and the need to use dental marketing techniques. The office of the best dentist in the world may be empty of clients, but they should gain a reputation to bring new clients and retain existing patients.

Patient satisfaction can be interpreted as a condition in which patients receive the necessary treatment and care during hospitalization, are satisfied with the conditions and services provided by staff and the system as a whole, and tend to return to that center if necessary, and to recommend the above center to others.

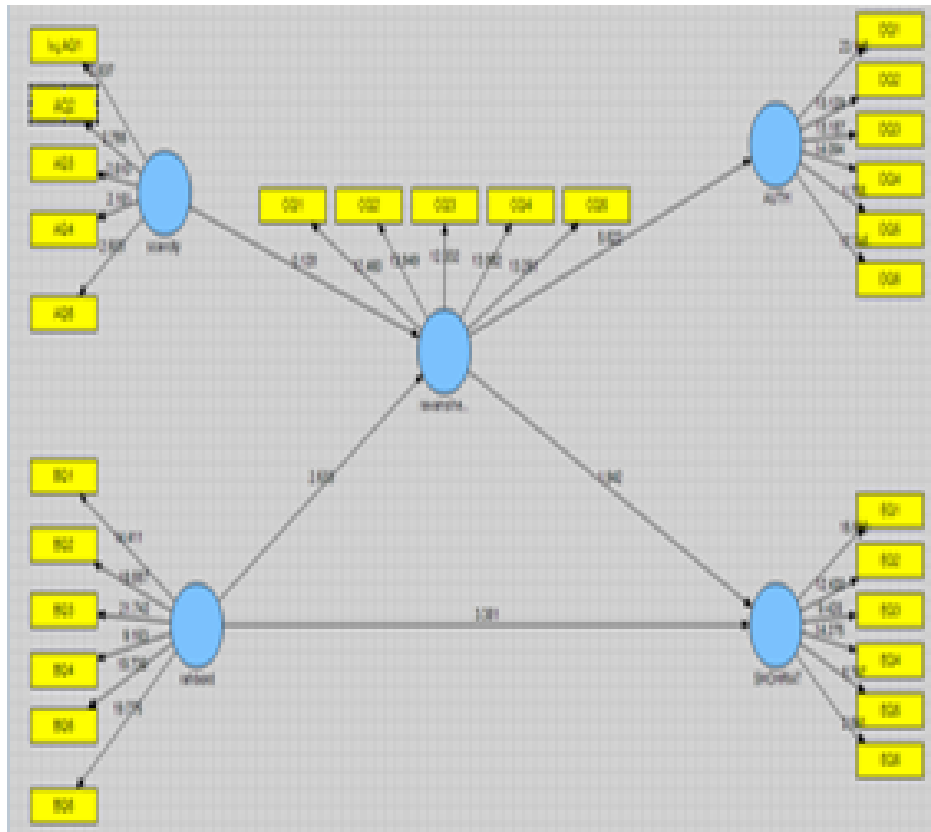


Figure 2: Measuring model variables

Accordingly, satisfaction consists of clinical and support services parts, and the doctor, other people, and staff from the office secretary to nurses and administrative staff are involved in patient satisfaction. Therefore, various factors play a role in patient satisfaction, and different parts of the organization should be coordinated with each other. In fact, satisfaction is an emotional response to the environment that plays a vital role in maintaining health and preventing disease. The more the satisfaction increases, the better and faster the patient's physical and mental recovery. Teeth are one of the most essential organs of a person's body, which is also one of the most crucial beauty items and has a very high role in the body's metabolism. Today, many people are looking to achieve the most beautiful and healthy teeth and improve their smile design. Healthy and clean teeth can lead to a very beautiful and attractive smile that many people today pay a lot of money to have a beautiful smile and healthy teeth. According to research on the effect of nutrition on teeth, it was found that people with very proper nutrition can take care of their teeth and achieve the desired beauty. One way to create a better experience is to use the book brand with its own rules to cover all aspects of the brand. A brand booklet is an electronic or printed document that can set the standards for your brand's organizational identity and is actually a document containing elements of your brand that outline the standards and general brand policy.

This booklet can be a multi-page set of principles and rules that determine the brand operation as an interconnected set, but usually, the general format of this document is similar. The book brand covers everything from logo design and the appearance of the website and office papers and even the communication and conversation with the audience.

In this study, the required data were collected from experts, and finally, the researcher paradigm model was formed according to the three codes. Comparing this model with previous research

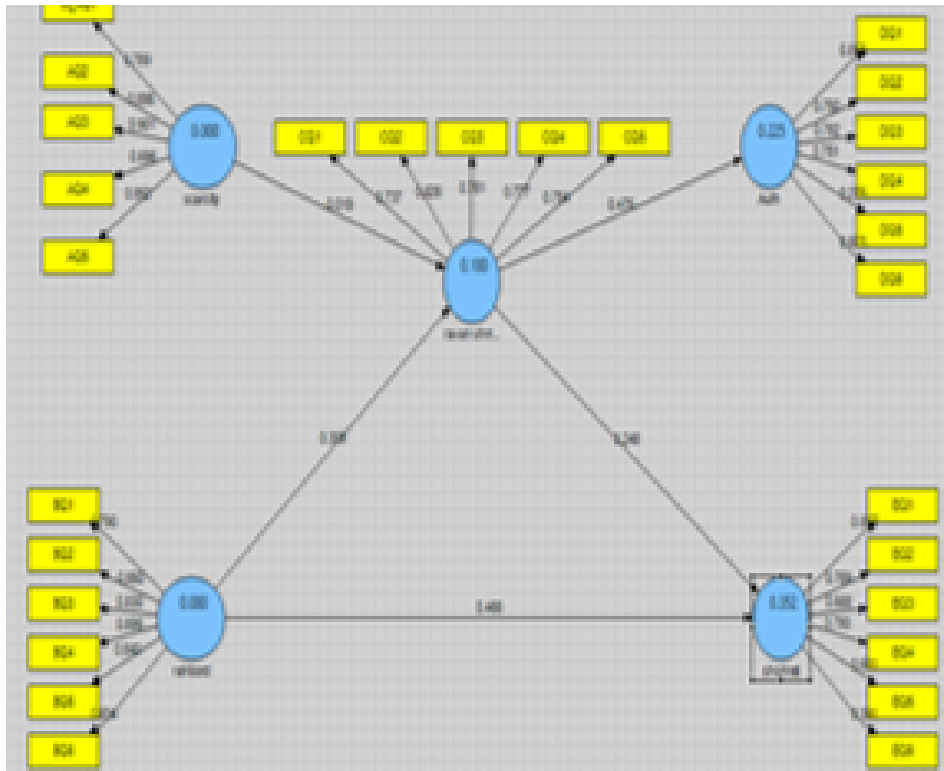


Figure 3: Final structural model

shows that this research model has a multiple approaches and deals with its consequences and causal relationships between variables, and tries to eliminate the shortcomings of previous research. The positive effect of customer experience on word of mouth was in line with the research results by Pedelino et al. [15] and was shown in the form of behavioral consequences as repeated visits due to pleasant experiences. On the other hand, reliability, honesty, stability, and naturalness are aspects of the customer experience that affect the perceived quality of the customer-clinic relationship. Comparing the researcher model with previous research models shows that most patients are not aware of every thing. A clinician should ensure that it is clearly visible in the waiting room or treatment area of the office. The same is true for cosmetic procedures and other optional treatments such as dental sealants or X-rays of the skull to diagnose oral and esophageal cancer, enhancing work with current patients and their potential referrals. Reliability, honesty, continuity of service to the community and stakeholders are aspects of social responsibility that affect the perceived quality of the patient's relationship with the clinic. This has been confirmed in the research of Rajanesh, Chiranji, and Muner.

References

- [1] T. O. S. Angel, *A study of omni-channel retailing: The impact of integration quality on omni-satisfaction and omni-loyalty in apparel retail business*, (2014).
- [2] M. APJII, *Profil pengguna internet indonesia 2014*. Jakarta: Puskakom UI, (2015).
- [3] R. D. Blackwell, P. W. Miniard and J. F. Engel, *Consumer behavior*. Singapore: Cengage Learning Asia Pte Ltd, (2012).
- [4] E. Brynjolfsson, Y. J. Hu and M. S. Rahman, *Competing in the age of omnichannel retailing*, MIT Sloan Management Review, 54(4) (2013) 23-29.
- [5] D. Carroll and I. Guzman, *The new omni-channel approach to serving customers: Strategy implications for communication service providers*, (2015).

-
- [6] J. L. G. Carvalho and M. C. Campomar, *Multichannel at retail and omni-channel: Challenges for marketing and logistics*, Business and Management Review, 4(3) (2014) 103-113.
 - [7] D. Chaffey, *E-business and e-commerce management: Strategy, management, and application (5th ed.)*. London: Prentice-Hall, Inc, (2011).
 - [8] C. Changchit, R. Cutshall and S. Loreta, *Shopping cart abandonment: Indonesian perspectives*, (2014).
 - [9] L. S. Cornish and C. Moraes, *The impact of consumer confusion on nutrition literacy and subsequent dietary behavior*, Psychology and Marketing, 32(5) (2015) 558-574.
 - [10] M. Criteo *State of mobile commerce: Apps and cross-device lead mobile business*, (2015).
 - [11] M. F. Diallo, *Effects of store image and store brand price-image on store brand purchase intention: Application to an emerging market*, Journal of Retailing and Consumer Services, 19(3) (2012) 360-367.
 - [12] A. Driss , H. Garmani, M. El Amrani, M. Baslam and M. Fakir, *Customer Confusion Environment in Telecommunication Networks: Analysis and Policy Impact*, International Journal of Cooperative Information Systems 28(2019).
 - [13] M. Forrester, *Customer desires vs retailer capabilities: Minding the omni-channel commerce gap*, (2014).
 - [14] N. V. Nielsen, *E-commerce: Evolution or revolution in the fast-moving consumer goods world*, (2014).
 - [15] L. G. Schiffman and J. Wisenblit, *Consumer behavior (11th ed.)*. Boston: Pearson Education Limited, (2015).
 - [16] M. R. Solomon, *Consumer behavior: Buying, having, and being (10th ed.)*. Boston: Pearson Education, (2013).