Consumer Trust in Thailand Online B2C Company

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ABSTRACT

The purpose within this study was to investigate how Thailand B2C companies, which are new comers, with or without well-known brand, using trust strategy manage efficient consumer trust in online business. To conduct this study the following research question were posed: How can these elements, namely Transference, Reputation, Familiarity, Attitude, Risk, Cooperation and Transparency, in Egger's trust model be applied to trust strategy of B2C companies in Thailand? How can Egger’s trust model be further developed and applied to B2C companies in Thailand for creating more efficiency? From the above discussion, the research methodology was conducted by having multiple case studies of two Thai online companies. We also collected data by interviews and gathered information from both companies’ websites in order to consistent with the theory. The conclusion of this study clearly shows that companies require all elements from the theory in order to create more efficiency in handling consumer trust in their online environment.

Keywords: B2C Company, Trust strategy, Consumer trust and Internet
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1. INTRODUCTION

The first chapter in this thesis, we will introduce how the Internet becomes popular in human life. We will start with a background of Internet and World Wide Web. Then, we will introduce the definition of trust and development of consumer trust in e-commerce. After this, we move into the problem area, in which we discuss about the problem that occurs in online business. Finally, we present the purpose, the demarcation and disposition of the thesis.

1.1 Background

Shopping process generally involves the consumer, who acts as an audience or active participant and the company acts as the provider (Solomon and Askegaard, 1999, p 280). Solomon and Askegaard further said that shopping in a store is something that the consumer has been familiar with for a long time, however, when companies have come along with more and more technology develop for an online environment, many companies see that this is their opportunity to expand business in order to gain more advantage their competitors, which is the basis for the beginning of E-commerce (ibid). When we compare traditional shopping with the online shopping Rayport, Sviokla and John (1997, p 64) described that online shopping differs with traditional shopping by eliminating the interaction between the physical store and the physical buyers. Moreover, they also explain that online shopping has developed a new kind of system, whose advance has been greater than found in traditional shopping. When moving on the conversation about the new kind of systems that online shopping E-commerce has developed, Michael (2001) explains that E-shopping has developed a system such as the transaction process, which is differs from the traditional shopping because it lets the customer negotiation be handled by a process through which electronic screens are used beside those of face-to-face negotiation. In addition, the using of an electronic interface instead of using shelves and store space makes the online business become different (ibid). Despite of where this interesting system come from, Berthon, Pitt and Watson (1998) said that Internet is the core element, which provides a great potential to make business online become more efficient.

As Brethon et al. further discussed about the Internet, it offers broadcasting and publishing basis between actors and allows anyone (organisation or individual) to have a 24- hour day presence. Berton et al. claimed that traditional offline media only focuses on one-way communication between the actors (ibid). Nevertheless, Eighmey, John & Lola McCord (1998) concluded that many companies build their own website in the belief that this new rapidly developing medium can enable them to communicate faster and better with their customers.

When the World Wide Web began to be involved with commerce, Thonemann (1999) stated that the online commerce or E-commerce as it is generally known began evolving with the company in part of the business process, the advertising and promotion of product, enable greater communication between the consumer and company, electronic procurement transaction and pre or post purchase customer service are basic ground requirements in creating consumer trust. According to Ward (2004), E-commerce is defined as a kind of art and science that involves selling a
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product or service over the online environment. She further defined that E-commerce is involved with both B2B and B2C business, which attempt to generate profit on the Internet. As further stated by Chelmford (1999), E-commerce is not a new business, it has been in existence since the 1970s. In that time, it was called as electronic interchange data (EDI). However, he explained that EDI and E-commerce has a big difference with respect to each other is that E-commerce is involved with internet and worldwide web, which makes E-commerce more accessible to consumer.

As we move on to discuss the further benefits of E-commerce Beth (2004, p 43) stated that E-commerce provides companies a new way to expand their business opportunities, it basically developed on the three main factors of established business, which are marketing, customer support and sales. E-commerce therefore benefits and gives greater advantages to the small businesses and shops, which even though are located in rural areas, can build up their markets, and advertise their products or offer a 24 hours service (ibid). Moreover, Jame (2002) stated that E-commerce also benefits companies with regards to strengthen of their business strategy. As an example to this, the information gathered in the system from the market environment concerning their product or service helps them to re-engineer their business in order to survive in competitive environment. Hence, Shari (2004) further concluded the benefit of E-commerce that affect B2B and B2C companies in their business market provided a better customer service, and designing or to develop a new product to the satisfaction and needs of the customer, E-commerce helps to provide through the Internet online tools which supports the business function, E-commerce also locates and attract potential new customers, reduce the costs of internal management due to a direct one to one communication between client and company. E-commerce through the Internet helps to develop the new type of information sources such as the e-book or other types of digital press. The evidence shows that E-commerce generates huge revenues to companies and saves millions of dollars for those companies providing a greater efficiency and customer support, the Forrester research (2004) states that the revenue obtained through the Internet in year 2002. Online auctions generated about 39.24 billion dollars, contract bidding was 117.72 billion dollars and catalog sales were 170.40 billion dollars. Moreover, they added that all the business transactions in recent years generated revenue of around 1.3 trillion dollars.

However, there are several critical downsides to E-commerce, which companies must deal with as explained by Albizo (2004), who stated that one of the disadvantages of e-business is that an online company need to find or divert finance to their site so that it is continually updated and is as interesting to the potential customer as possible, providing the latest information available whilst using the most modern technology possible. The company therefore needs to hire a designer and his team or to set up some department to make the online changes required, one of the other downsides is the lack of physical human intervention by the part of the company when dealing with the customer as Elcispe (2002) stated that humans interacted together when faced with a problem, if the customer had a problem whilst using the internet there was no one to help him out thus creating a daunting situation for the potential user. However, Shari (2004) further commented on that the main barrier to E-commerce today is in part due to the lack of trust by the customer and this prevents many companies creating a successful E-business. The basic ground rules that create trust by the potential customer has been over looked by some of the E-companies and that is not providing
adequate security measures in the sensitive areas regarding payment, information exchange or just the most basic of customer data protection (ibid).

1.2 Definition of trust

Although, there are various definitions of trust in multiple disciplines, several of them are not unlike the ones offered in the communication literature. According to Corritore, Kracher and Wiedenbeck (2003), trust is defined as the attitude of expectation that the consumer’s vulnerabilities will not be exploited. They further define that trust depends on what one provides or offers to another. For example, information or products, which is reduced in price or are low priced, is considered to be less risky but when faced with expensive products more trust is needed for that website as there much to loose. According to Kamthan (1999), the concept of the Faith - Trust - Confidence are defined as the same type of belief, the difference between them depend upon the evidence, which is present to the potential clients. For example, the situation where there is lack of evidence with regards to the companies’ ability to fulfill its expectations and demands creates distrust in the company and a lack of belief in the systems function (ibid). Moreover, Kamthan noted that trust can be seen as a mental tool that reduces people’s barriers whilst dealing with uncertain situations. Kim and Prabhakar (2004, p 9) study of initiate trust and adoption of B2C E-commerce referred to several definition of trust as:

<table>
<thead>
<tr>
<th>Author</th>
<th>Definition of Trust</th>
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<tr>
<td>Mayer, Davis, and Schoorman (1995)</td>
<td>The willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party</td>
</tr>
<tr>
<td>Michalos (1990)</td>
<td>A relatively informed attitude or propensity to allow oneself and perhaps others to be vulnerable to harm in the interests of some perceived greater good</td>
</tr>
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Hosmer (1995)

In the context of economic transactions, optimistic expectations of the behavior of a stakeholder of the firm under conditions of organizational vulnerability and dependence

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<th>Table 1.2 Definition of trust</th>
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From above discussion, we have decided to use the definition stated by Corritore, Kracher and Wiedenbeck (2003) as the foundation and the general view of this study because we think that this definition is the most recent and also we think it appropriates for this study.

1.3 Problem area

According to Furnell and Karweni (1999 p 372), companies use the Internet to do business with their customers because the Internet offers the best channel of communications as it fast, reasonably reliable, and inexpensive to potential customers to use. As Kent (2004) claimed that there are approximately 600 million people currently online worldwide and retail commerce or e-tail sales for 2003 were 1.6 percent of the total retail sales. He adds that Business to Consumer in E-commerce estimated that it would generate a profit more than 71.6 billion in 2005, which is increase of 37 percent from the year 2004.

As impressive the numbers shows of the increasing number of people online, however, Asktog (2004) discussed that although the online environment is increasing steadily, the online website still pales in comparison to traditional bricks and mortar businesses, the reason to this is that commercial websites still look scary, difficult and undependable. However, in studies of business-to-consumer E-commerce by Chesking research and Studio Archetype Sapient (1999) stated that the lack of trustworthiness being established is one of the main barriers to consumer shopping through a website. Moreover, the main reasons were found that the lack of consumer trust came from the lack of company knowledge about managing customer privacy and the basic security systems, low interaction with the products, the lack of fellow shoppers who had previously purchased from the site or any other type of reliable sources and the lack of credibility in the online information offered (ibid). In addition, Dayal Landesberg and Zeisser (1999) stated that this lead to the decrease of consumers using the sites because they feared that their identity and personal information would be exploited.

When discussing about the payment issue, Reawadi (2004) commented that many companies tried to implement special equipment such as SSL (Secure Socket Layers server certificate) in order to enhance their website ability, however she stated that many company still found difficulty in dealing with fraud issues within the transaction because mostly companies did not have the sophisticated online fraud detection systems and the police were unable to deal with this new types of crime. This problem reduced consumer trust from website and prevented consumers from participating.
fully with online activities. In addition, the Internet Fraud Complaints Center Point (2004) reported that there are 207,446 complaints of fraud the majority of which were committed over the Internet or a similar online service.

On the website, Huaiqing et. al (1998) stated that one of the consumers lack in trust was manifested by the customers concern about their personal information, which some companies may decide to sell to another party without asking the customers permission. Moreover, they stated that these perceptions of control over the information passed and the online privacy affected the consumer relationship between themselves and the E-company. In addition, several studies and surveys showed that many consumers declined from purchasing goods and service online because they were concerned about the security of information and financial content. According to survey done by @plan Internet User Survey (2004), over 60 percents of respondents still insists that they are still concerned about privacy and security in E-commerce. In addition, in the same survey 3.0 percent of the interviewees reported of having some bad experience of purchasing online, which was an increase of 30 percent from the year before (ibid).

Moreover Hoffman, Novak and Peralta (1999) stated that consumer still hesitates to provide their information data to a website because of trust and through the nature of exchange. Hoffman et. al also added that nearly 63 percent of consumers are delaying to provide their information to websites because they do not trust the companies behind the site who collects the data. In addition, Dayal et al. (2001) also added that many customers feel that providing their credit card details whilst purchasing over web was more risky than handing it to the cashier in a coffee shop.

When discussing about consumer information, Tungkitvanich (2004) stated that many companies had failed in building consumer trust because they insufficiently developed customer relationship over their website. Moreover he noted that it is difficult to maintain a significant market advantage based upon the company’s skill alone in the highly competitive market. So he said that it is necessary for a company to develop a professional relationship with its customers, no matter what business that company is involved in, because if the company failed to establish an online trust-based relationship with its customers, the customer will not provided any kind of information’s to the company (ibid). Moreover, Arulmani (2004) suggested that companies should consider their customer in mind, and do not waste their customer’s time, make online purchasing easier for their customers, and provide their customers with customized products and services in order to build a better online relationship. Lendrevie and Levy (1999) stated that it is important for companies to know how to establish and develop a trust-based relationship with their customer over their website because many results showed that all the stages involved in the online environment are associated with trust. Additionally, Egger, (2002) explained that trust is an active process, which he categorized in different but identifiable stages. To really achieve business success, he said that the company really needed to understand more about their consumers trust.
1.4 Overall purpose of research

The discussion above leads us to the overall purpose and that is to bring up the deeper understanding of consumer trust management in online B2C business.

1.5 Disposition of thesis

This thesis consists of seven chapters; chapter 1 is an introduction to the research area and to the research purpose. The next chapter is the literature reviewed with regards to the research question. In chapter 3, we will begin with the conceptual and framework of reference. In chapter 4, the methodology will be discussed. Chapter 5 will be about empirical data, which consists with the company’s background, which was gathered from interviews, and company websites. In chapter 6, we will analyze the empirical findings against the frame of reference. Finally chapter 7, we will present the study, which brought up with the final conclusions. This chapter also discusses the implication for management, theory and for future research.
2 LITERATURE REVIEW

In this chapter we will introduce the different theories that concern the building of e-commerce trust to the potential consumer. We will explain the different methods in order to handle the various elements of trust and the process of increasing the trust in the website. Due to the rapid growth of the Internet, we realized that it difficult to find the theories regarding the building of consumer trust in E-commerce. So we mainly used Egger’s research within the relevant areas to explain our theories. Egger is well known within the E-commerce field and his research has been well documented with such publications as Design of trust experience for B2C consumer in Electronic commerce.

2.1 The Model of Trust

In order to handle the problem, which was discussed in Chapter1, the Model of Trust in E-Commerce (MoTEC), which was presented by Egger (1998) and then further developed by Egger (2002) in order to understand the factors that affects the consumer’s assessment of online company trust, Egger said that to achieved the customer satisfaction, it is essential that company needs to develop the trust. Moreover, Ratnasingham (1998) noted that the strength of trust could be acquired from a continued relationship between the trading party and the consumer in an online environment. Hence, Egger classifies his model into seven components, which are Transference, Reputation, Attitude, Familiarity, Risk, Cooperation and Transparency.

![Figure 2.1 the Model of Trust in E-commerce](Source: Egger (2002))
2.1.1 Transference

According to Doney and Cannon (1997), trust in transference can be developed when it transferred to the consumer by a third party, because the customer positive attitude and prior good experience of third party create the consumer trust towards the product. Moreover, Doney and Cannon discussed that the Internet is place where the media such as E-business, E-magazine or newspaper are linked together. Therefore, Doney and Cannon pointed out that information, which is provided by a trusted party can add the value to a product or company to consumer’s perspective because all this information will combine with such factors such as traditional media (For example, TV, Newspaper, etc.) as well as opinions from people, whom the consumer trusts (For example, Friends or family) (ibid). Since Egger (2003) referred to Robinson (1996) defined the trust in transference, “Prior trust moderates the relationship between psychological breach and subsequent trust”. In other word, Egger meant that the importance of transference becomes effective, when company starts interaction on the consumer’s assessment toward the site trustworthiness.

The ranking of web directory and search engine is another transference factor, Egger (2003) pointed out, what affects consumer’s assessment of the site trustworthiness. Egger argues that in general, the website that is ranked first can be perceived as the leader in the field as the site can perceived as the most reliable and trustworthy. However, he continues that some users have the misconception that online company pay those search engine sites in order to listed among the top ranked. No doubt the consequence, being listed among such top business point out and say that the company is truly trustworthy. On the other hand, Egger further discussed that E-commerce website that presents or advertises their product on a third party trusted site is likely to be more trusted (ibid). Then this leads us to reputation.

2.1.2 Reputation

Reputation can strongly influence consumer’s attitude when they enter the website. As Robinson (1996) stated that people normally build their confidence or belief about the other party from previous experience and past action with that party. Moreover, Egger& DeGroot (2000) stated that a reputation is an important factor for consumer trust, since it denies people from knowledge and expectation toward a company website. Reputation of company can be defined as the strength of a company brand name, previous interaction on and offline, or report from trusted third parties. Hence, Egger (2003) further stressed that reputation on consumer trust has divide into two subs categorized, which are reputation of the industry and Reputation of the company. This sub-component refers to predetermined facts and can affect the consumer trust toward a company. For instance, at reputation of the industry, Egger gave the example that some people may receive the negative experience (perception) from Reputation of the industry such as direct market companies or second hand car dealer. This consequence may imply that consumers can become more mistrust against the company, when they approach to the online system in such business area (ibid). Another example, Egger mentioned about Swiss bank where people prefer doing transactions rather than using a bank from a politic unstable or economic country.
On contrast with Reputation of the company, Egger referred to consumer offline’s experience with the specific vendor or business. This consumer experiences can receive in both indirect and direct. Indirect experiences is mostly related to brand awareness, which mean that customer already recognized a particular brand exists, what its offers and how it positions itself in the market (ibid). Then Egger moved further to discuss on direct experience, he implied that direct experience is an active interaction with a particular business, walking into a store, buying from a store or talking to a customer representative on the phone. In short, he concluded that company requires having positive in both brand awareness and experiences because these are very affect consumer trust toward online (ibid).

Nevertheless, Egger (2000) referred two different customer scenario cased, which reputation can be influenced their trust’s perceived toward website. In the first scenario, Egger referred to consumer, who either purchased the product or visited the offline company. This previous experiences can create the company reputation, which consumer received from a vendor can transform to the consumer’s trust, which will be difficult to change due to people’s bias (ibid). The second scenario Egger referred to a consumer, who has no previous experience of offline vendor, consumers would want to see information about the company and its development in website before making the purchasing decision. This regarding information can generate consumer’s assessment toward company’s reputation and trustworthiness. This then make us continue with the familiarity.

2.1.3 Familiarity

According to Egger (2001), familiarity refers to where feature of website that lets visitor familiar themselves as part of human-computer interaction in website system and transaction process. Familiarity can be understood in term of domain knowledge, classificatory schemes and terminology (ibid). Familiarity becomes an important role of building consumer trust in the website, as Egger (2003) referred that because customer is likely more easy trust with the website, which provided familiar web context and familiar shopping procedure. In addition, Nielsen (2000) stated that familiarity also involved as the user-friendly, which the user actively navigates the website in order to access company information. Therefore, Somyod (2000) pointed out that is important company should be develop familiarity in their website in terms of a system’s learn ability, efficiency, memo ability in order to prevent an error and develop customer satisfaction. Nevertheless, Egger stated that familiarity’s objective in the website generally know as the important condition for adoption new technology and make connection between consumer attitude and website information. So, it is vital for company developing familiarity in regarding of information presentation, procedure and usability to increase the consumer trust. Then we continue to discuss on attitude.

2.1.4 Attitude

According to Egger (2001), attitude referred to how to make consumer get first impression when they enter to the website at the first time, especially at the home page. Fogg and Tseng (1999) stated that attitude influences consumer’s trust in part
of website visual design layout, prominent name of information the name of business, what company does and what distinguish it from competitors. They stated that positive certain interface design feature, such as cool color tones and balance layout which can interact user’s perception of website trustworthiness. However, this design may vary according to consumer behavior regarding of culture and target application (ibid). In other word, Egger claimed that the online business should be clearly identified on their logo or slogan in order to gain positive attitude from customer. A clear statement what the site represented, along with the company key. Not only, has the positive in graphic design on the web and company appurtenance, customer centeredness had to be attention as well (ibid). In addition, Doney and Cannon (1997) stated that professional attitude appearance can help website create consumer trust. The websites represents as the online merchant, which is similar as the salesman representing his company to the client. Thus, Donney et al. further said that it is necessary that website provide the professional attitude in order to gain consumers attention and induce trust emotion. In conclusion, Egger (2001) said that company need to develop positive attitude because it is the way to gain customer first impression. Good first impression is valuable to company website due to it associated with consumer’s trust bias (ibid). Then we move on to talk about risk.

2.1.5 Risk

According to Egger and Abrazhevich (2001), company needs to emphasize all the cause of risk in website in order to meet consumer’s trust concern. Then, Doney and cannon (1997) stated that risk generally involves with the cost and benefit of commercial relationship, which an online firm provides (ibid). However, Egger and Abrazhevich argued that the risk issue is not only concerned with the assessing of online payment in the website. It also covers of how the company handles customer information, customer warranty and after sale service as well as customer liability in case of fraud. In addition, Hoffman, Novak & Peralta (1998) asserted that the main reason that consumer decline from purchasing online is not because the website is not adequate in providing functional tools or there is low interaction in the product. But the website cannot overcome the risk issue in part of security and customer information control
Table 2.1: The reason why customer does not buy on the web

As above discussion Egger (2002), stated that risk involved in website can be categorized into seven major components.

2.1.5.1 Company Policy

According to Egger (2003), company can reduce risk by providing some sort of security information such as confirmation of data process or security standard, which ensures the safe in process. Hence, consumers will react more positively to the website that clarifies their security policy (ibid).

2.1.5.2 Site Encryption

According to Egger (2003), consumers always look for the website that contains a secure Internet connection. The site encryption can define by URL starting with HTTP:// or the image of a padlock in the browser window because consumer willingness not to proceed to the transaction page if the site is not properly encrypted. Therefore, Egger state that it is essential for the company need to be clear on content and graphic feedback about the level of security in the website in order to reassure the customer’s expectation.
2.1.5.3 Payment process

According to Abrazhevich (2002), the payment process in the website is a major role of online business. However, the are several problems occurs with existing payment system such as credit card, since the payment process involve with high transaction costs, fraudulent activity and multiple parties involved in the payment process. These problems cause customers reduce the participation with online activity and may create an effect in losing customer trust toward both the company in online and offline.

![Diagram showing the relationship between consumer risk perception and behavior](image)

*Figure 2.2 The relationship between consumer risk perception and behavior
Source: Somyod (2000)*

In order to solve this problem, Egger (2003) stated that company requires having a more alternative payment method through website in order to avoid the same and problems. Some customers appreciate using another method of payment such as offline or hybrid (ibid). In addition, Abrazhevich claimed that company need to be concern about the payment method using a secure security system in order to make customer who choose to pay be credit card online feel trust with the site.

2.1.5.4 Third Party using

According to Egger (2003), some company is using a third party in order to complete the process of transaction. In general, risk between transaction parties will increase when the process involves more people. Regarding to reduce risk in the site, Egger stated that the company needs to provide feedback about with third party is involved in the site in order to reassure consumer confidence before begin the payment.
2.1.5.5 Contractual Terms

According to Egger (2003), the consumer judges the website trustworthiness on how the company positive image and professionalism throughout the business contractual term. This term is involved with the validity of the warranty, return policy or customer service, in order to meet the customer expectation, Somyod (2000) stated that the company needs to be clear and patient about contractual agreement and return policy. Once there was happen an accident, these actions would likely affect the consumer judgment toward site and the company business.

2.1.5.6 Company compensation

According to Egger (2003), company should have some kinds of commitment in case of omnipresence of dispute resolution or fraud has been occurred during transaction. Also company requires implementing their site in order to meet better secure and trust in online environment.

2.1.5.7 Company Sample

According to Egger (2003), company can reduce risk by offer some sample to customer who has first time been dealing with company. In addition, company can provide some sample such as preview product or free trail to online customer though their website. However, the sample may provide additional cost to company, but consumer will receive the value experience and reliability of the service in order to minimize risk between company and consumer (ibid).

2.1.6 Cooperation

According to Egger (2003), cooperation is the method, which describes as the level of communication and interactivity between consumer and company. Egger (2002) stated that consumer trust becomes more easily to develop, when there is high level of cooperation between company and customer. In fact, Egger further suggested that company could develop cooperation by providing customer service and support (guarantee and after – sale service in order to encourage customer more contact with company. However, Dayal, Landesburg and Zeisser (2001) argued about cooperation method that it defines as the interaction between consumer and company, which they working together in order to emphasize what customer need. In this case, company can increase company cooperation by provide the consultative proclaiming solving assistance in regarding of customer returning their personal information such as family, finance and health back to company (ibid). However, Dayal et al, there is not much online company uses this part in order to access them to consumer trust.
2.1.7 Transparency

Transference is the last component of MoTEC model, which refers as the way that company handle with consumer information. Transparency is very important in the website, as Meyer (2002) exampled about his son that like playing card, but his son need the entire player reveal their card, as it becomes to transparency perspective and his son is customer. From his son perspective, if player attempt to hide their card and play the game correctly, his son will assumes that players are attempt to cheating and hiding information. On the other hand, if players reveal all cards to him, his son will learned how the other player the plays, This playing ways take a long time, but in the end, his son will satisfy. Meyer stated that increasing transparency in online will not only bring the company’s opportunities in access more consumer information but reduce risks, which occur in the website. However, Doney and Cannon (1997) defined transparency as “the sort of glasnost on the part of the online vendor”, which means that company must be honest in part of state business policy and how to control consumer’s information in the website. Otherwise, consumers will have no idea what will happen to their information. This cause would decrease consumer trust toward the company’s website.

2.2 APPLY TRUST TO CONSUMER

As Egger (2002) introduced the MoTEC model, which explained knowledge about the affect of customer’s judgment of trust in online firm, however, he stress that the MoTEC model cannot directly apply to analyze the website’s trust performance or implement straggles to maximize the website trustworthiness. As Dayal, Landesburg and Zeisser (1998) stated that to develop customer trust, it is important that company requires to building the strong relationship with customer. Thus, Egger (2002) further implemented that the relationship management needs to conduct as it can deliver greater trust value to company. In fact, Egger point out that interactions on consumer trust development and maintained has to conduct in order to meet business need. From this point, Egger had identified seven steps of trust development.

2.2.1 Provide Mean of contact

According to Egger (2002), each customer has their own preference; different customer prefers different communications channels at different times. So it is important for a company to be able to deliver information across all channels and to be able to track incidents across all channels as well (ibid). Hence Egger further exampled, when customers call a company after they have been contact from emails, they don’t have to repeat everything they explained in their emails and vice versa. The result develops customer satisfaction and trust to the company (ibid). Moreover, Fogg et al, (2001) stated that the different mean of contact such as chat e-mail and offline phone fax, mail can provide the great deal to company because it implement the credibility of the website. Fogg et al, added that company should concern with web elements such as a list of telephone or physical address in order to create consumer trust. This led us to discuss responsiveness.
2.2.2 Responsiveness

According to Egger (2002), not just only company provides the promising contact to perspective customer, company also requires to have prompt and informative response as well. He stress that there are many web-related tools to enhance customer services and can give a good and quick response to customer inquire in electronic commerce in order to develop and maintain consumer trust. In addition, Fogg et al. (2001) added that quick and precise response to customer question can increase the credibility to the website. They stated that a strong positive response to customer question can increase the consumer trust However, Egger states that company can provided uses of tool such as FAQ’s, e-mail, automated response because customer often asks questions concerning the characteristics of product or service as well as they require general information about privacy shipping cost and delivery time and insurance (ibid). Moreover, he added that customer mostly eager to know the general question such as what kinds of product that company provides. Then we discuss about quality of help.

2.2.3 Quality of help

According to Egger (2002), company not just providing the immediate response on consumer’s anxious, but company need to provide it in efficiency way. Company can develops the quality of help by providing the website automated tools help. However website visitors have difference preference, some of them willing to remain themselves anonymous, some customers have previous experience shopping with the website, some of them lack of high skill toward online application, some of them may have problem with language difficulty such as Thai speaking user views English website (ibid). In addition, he explained that customers often prefer to find the information about website by themselves; company can increases the quality of help in website by providing easy find answer to anticipated question such as information about product, order processing and shopping guarantee (ibid). This can be done through the frequently ask question (FAQ).

In another quality of help method, Siriwan (1998) argued that human based interaction in online is the most efficiency way enhance help in the website, Siriwan claimed that company should provided a lives chat agent and call free number in order to provide immediate solution, when customer encounter the problem. As a result that solution could provide immediate solving problem and make customer gives trust to the site (ibid). On the other hand, Varinda (2001) stated that company can offers such sending an e-mail to confirm about items that customer has been purchasing, provide feedback to customers on each activities that they have proceed in website. Even in case the website technical difficulties or incomplete transaction, company can offers the way to fix problem or how to reach to customer service when customer face certain problems (ibid). Then we move to talk about personal touch.

2.2.4 Personal touch

According to Varinda (2001), tools that provide on the website is useful to develop personal touch because it has a quick response and resolve problem in a minute. Varinda further stated that tools also provide immediate payment problem solving,
prevent mistake occurs, secure site for financial transaction. However, Varinda said that customer come to website is not just only for complete the secure transaction or information provided. Many times that website has faced the potential customers, who come to visit website, but not placing order. Although the website provide the decent secure transaction and reasonable price of product, but customer still decline to purchase anyway (ibid). As another personal touch discussed by Johnson (2000), customers come into a store or restaurant to purchase the product, they are always concern about how the store appearance, which kinds of response service company provided, how company display merchandise or even the bathroom cleanliness. All these kinds of appearance influence the customer mind toward how they trust in the business (ibid). Moreover, Johnson said that when customers encounter the problems that need explanation, customers prefer to talk with a live human being rather than computer. In general, customer needs personal touch to make them feel comfortable. As Varinda implied “it true to say that sometime customer need a little assurance before placing order. Customer may not even want to talk with someone, but may just want to be sure there is someone to contact if there is a problem”. From above discussion, Varinda concluded that if company failure proper personal touch in website, customer may be losing the customer and company will go a long way. In order to provide the personal touch in website, company needs to provide the contact such as telephone number or live online chat (ibid). Moreover, she said that company should let customers know that if they encounter any questions, customer can leave contact in the website and then company will contact them shortly. Many times customers are not interested what answer’s detail, which company has reply them, as only they only wanted to know that whether they are dealing with a real person or not (ibid). Nevertheless, Egger (2002) stated that another method of building personal touch. As Egger quoted that ‘one picture worth than thousands of word’ company can create personal touch in website by providing picture about company information or even the products (ibid). This picture would identify the company and come along with building consumer trust. Moreover, He said that company could also create personal touch by address ‘reader friendly’ into the message or establish the customer service to take care of customer. Then we move to talk about Customer Control.

2.2.5 Customer Control

According to Dayal, Landesburg and Zeisser (2001), consumers learn to trust the company when consumers deal with controlling their personal information. It is the smart approach is company asks permission for customer details. Company can asked permission from customer before provided tracking system such as cookies to customer computer, this cookies will setup website, which preferred setting appear, when customer get in to the website. Dayal et al, also brought up the example of GMBuypower site, where they show customers the car comparative information. Dayal et al, said that GMBuyer do this because they know that consumers will find out the information somewhere. This way, they will build trust by they comprehensive the choice, which customers have and control buying decision (ibid).

Moreover, Varinda (2001) said that company can improves customer control by offer the customize capabilities on web site. This may increase customer feeling of control, since they may see what they want, where they want and how they want, depend on the customer characteristics. However, she claimed that company should provide the
website allow visitors to change their default layout setting. For example, content, language and measurement units could be selected by customers to match their personal preference. Additionally, Hoffman, Novak and Peralta (1998) stated that company could receive consumer trust, customer information and loyalty, if customer feels that they are control on their personal information. Then we move to talk about fulfillment.

2.2.5 Fulfillment

According to Welker and Vries (2002) said that general objective of fulfillment is full-filling customer wants. They say that fulfillment generally involve with order processing activity, which related to request item, purchase, shipment and deliver.

<table>
<thead>
<tr>
<th>Author</th>
<th>Pre sale Activity</th>
<th>Order Processing Activity</th>
<th>Fulfillment activity</th>
<th>After sale activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shapiro et al. (1992)</td>
<td>Order planning Sale Forecasting Capacity planning</td>
<td>Order generation pricing Order receipt Order entry Order prioritization Scheduling</td>
<td>Fulfillment</td>
<td>Billing Returns + claims Post sales service</td>
</tr>
<tr>
<td>Vollmann et al. (1997)</td>
<td>Forecasting</td>
<td>Order entry Order delivery-date Promising</td>
<td>Physical Distribution</td>
<td>Customer contact Related activities</td>
</tr>
<tr>
<td>Bowersox et al (1996)</td>
<td></td>
<td>Order transmission Order processing Order selection</td>
<td>Order Transportation</td>
<td>Customer Delivery + Follow-up</td>
</tr>
<tr>
<td>Ballou (1999)</td>
<td></td>
<td>Order preparation Order transmittal Order entry</td>
<td>Order filling</td>
<td>Order status Reporting</td>
</tr>
<tr>
<td>Lin and Shaw (1998)</td>
<td></td>
<td>Order receipt Confirmation Planning of Production, Material and Capacity Shop floor control</td>
<td>Inventory control Transport</td>
<td></td>
</tr>
</tbody>
</table>

*Table 2.2 Overview of activity within each process*
According to Varinda (2001), not only, website needs to provide greater security, company must also fulfill in providing order efficiently and reduce hassles. In order to fulfillment to customer, Varinda stated that company should explain customer about how order will be processed and how to get help when customer encounter the problem. In the same way, company should confirm customers about their request have been received after order has been submitted. An additional message (such as an e-mail or a fax) could describe the items ordered and a confirmation number would allow the consumer to verify that real transactions are carrying out in a valid business (ibid). On the other hand, Egger (2002) stressed that fulfillment customer need can be done through the thoughtful logistic system, which offer rapid delivery product. Fast-received product can create customer satisfaction, which in turn contributes to consumer trust perception (ibid). This leads us to After-sales.

2.2.7 After-sales

According to Joseph and William (2000), after sale is the challenge company in order to initiate themselves in competitive differentiation and enhance business profit. Hence they say that after sale can offer double profit potential of first product sale. They say that it is important to create customer satisfaction because trust customer always develop profit to company. Moreover, they mention some example, of customer measure of level of TV set, the new set, the store and the store’s personal throughout the process. They refer that these kinds of contact would result to variety response. Customer expectation with the website or retail store illustrates customer attitude, which create word of mouth promotion and re-purchase expectation (ibid). From this point, they claimed that these also bring to the fundamental of create trust in environment.
There are several methods that can build customer satisfaction in after sale, as Joseph and William further discuss, after sale service and warranties can confirm capability that customer desire is fully and consistency available. As Varrni (2001) mentioned the example of after sale, company can provide a replace car to customer during service periods. Repeat purchasing and upgrade policies encourage customer to dispose of old products can create double benefit to company as they build customer loyalty and trust perception (ibid). Nevertheless, she noted that this also build new market segment to company by providing used product available for re-sale and for replying spare parts (ibid). Then Joseph and William claimed that after sale service would provides the value to customer and additional revenue potential for a company. To excel the after sale Egger (2002) stated that companies must understand and pay attention to customer’s desire for the after sale capabilities. When something wrong with the product or after purchasing process, company should help by providing such customer service. This way can complement the customer satisfaction and building the consumer trust (ibid).
2.3 Problem discussion

In this section, we discuss some of the major and relevant studies addressing the trust model management, and apply trust model for more efficiency. It came out of the theory review that, there have been some studies on the area. However, it is difficult to come by one study that is addressing the issue of the trust model management and apply trust model for more efficiency at the same time. Throughout the reading and searching for the relevant theory, we decided to use Egger’s theory as the main theory of this study and combined it with other authors in order to comprehend this theory review.

Throughout our reading and searching for the relevant theories for this study, we found that, most of the studies that talk about trust model management dwelt so much on the following: Transference, Reputation, Familiarity, Risk, Cooperation and Transparency. Moreover, we came to the conclusion that those authors who talked about developed and applied trust model for more efficiency were very particular about these issues namely, Provide mean of contact, Responsiveness, Quality of help Personal touch, Customer control, Fulfillment and After-sales.

During our reading and searching for the relevant theories for this study, we found that Thailand has recently began to develop the online B2C business, we found that although there has been many activities that occur in online business, there is still problems of deal with trust issues. We think that it will be interesting to research on how B2C companies in Thailand manage their online business to overcome the trust problem.

Therefore based on the above discussion, the following research questions are proposed.

**RQ1.** How can these elements, namely Transference, Reputation, Familiarity, Attitude, Risk, Cooperation and Transparency, in Egger’s trust model be applied to trust strategy of B2C companies in Thailand?

**RQ2.** How can Egger’s trust model be further developed and applied to B2C companies in Thailand for creating more efficiency?
3. CONCEPTUAL FRAMEWORK

In chapter two, we provided the reader with relevant literature related to the research problem and research questions. In this chapter we present the conceptualization and the frame of reference. Due to the research area of this thesis are discussed about the company uses trust strategy and develop trust in effective way to online environment. The aim of this chapter is to select theories and concepts that relevance to our research. Hence, the frame of reference will served as a foundation for the analysis of the empirical data and guide us to fulfil the understanding of B2C companies in order to handle consumer trust in online business.

According to Miles and Huberman (1994), conceptualisation is explained the main dimensions of studied, the factor or variables, and the relationship between them. So we will begin with the connected theory with first question how can these elements, namely Transference, Reputation, Familiarity, Attitude, Risk, Cooperation and Transparency, in Egger’s trust model be applied to trust strategy of B2C companies in Thailand? Then, we continue to the following theory connected to our second questions, how can Egger’s trust model be further developed and applied to B2C companies in Thailand for creating more efficiency?

3.1.1 Trust Model

This part we will focus in the first research question. This selected theory is the consequence to answer how can these elements, namely Transference, Reputation, Familiarity, Attitude, Risk, Cooperation and Transparency, in Egger’s trust model be applied to trust strategy of B2C companies in Thailand? In order to make the research question be clear and easy to comprehend, we listed the sources as below

- Transference  
- Reputation    
- Familiarity   
- Attitude      
- Risk          
  Site Encryption  Egger (2003)
  Contractual Terms Egger (2003), Somyod (2000)
  Company Sample  Egger (2003)
- Cooperation  
  Egger (2002), Egger (2003), Dayal, Landesburg and
3.1.2 Apply trust to consumer

With our intention to answer the second question, we selected the theories to explain how can Egger’s trust model be further developed and applied to B2C companies in Thailand for creating more efficiency? Under this section, the following sources were utilised:

- Provide mean of contact Egger (2002), Fogg et al, (2001)
- Responsiveness Egger (2002), Fogg et al. (2001)

Out intention of using above theories due to the fact that they related to each other, how can these elements in Egger’s trust model can be applied to trust strategy of B2C companies in Thailand and how can Egger’s trust model be further developed and applied to B2C companies for creating more efficiency. However, in some part of author’s theory, sometime describe the same things or same meaning in different terms of word. In short, we concluded in quick model of frame of reference in order to make it better comprehend to the reader.

3.2 Emerged Frame of Reference

We introduced the Model trust in E-commerce in order to describe the component that companies need to concern the consumer trust in online business. In this model, it clearly illustrated the role that involved with the trust building. In this role, we will find out what parts that companies conduct on the website. Relationship exchange is also important, we will used the knowledge that we have mainly perceived from Egger in order to develop trust model in online business and how to apply it more efficiency to consumer.
Fig 3.1 Frame of Reference of this Thesis
Source: Author of thesis
4. RESEARCH METHODOLOGY

The research methodology has the purpose to explain our research position. In this chapter, we will first present the research strategy in order to use it to determine the structure of the thesis and to lead it to the fulfillment objective of the thesis. Then, the data collection method is going to show how and where the information was collected. The sampling procedure in sub-chapter explains the criteria and the path use in survey, then it will be followed by information concerning the method for data analysis and ending with validity and reliability concerning regarding study.

4.1 Research Strategy

As research strategy method point out by Yin (1994), which stated that the selection of research strategy depends upon three distinguish conditions. These conditions include the type of research questions asked, the extent of control an investigator has over actual behavioral events, and the degree of focus on contemporary events compared to behavioral events (ibid). Moreover, Yin noted that there are five ways of research strategies, which are experiment, survey, archival analysis, history, and case study. As Yin (1994) point out that the researcher can decide, which research strategy will be conducted in the study by based on the express of the research questions in study. In generally, he discussed that the types of research questions are expressed in who, what, where, how, and why question (ibid). As the research questions in this study is based on “how” questions, we had no control over the actual behavioral events, and the focus of the study is on the “how” of a contemporary event. We realized that our choice of conducting research strategy can either be survey or a case study. Therefore, the strategy chosen for this study is the case study.

In order to address the research questions of this thesis, we investigated a multiple-case study with different organizations in order to enable us to compare the results from each case in a cross-case analysis. Using a multiple-case study can also make our findings more robust and possibly make it easier to detect possible similarities and differences. Then we continued to talk about the Sample selection method in the next section.

4.2 Sample Selection

In the sample selection, we had decided to collect many source cases due to Miles and Huberman (1994) referred that more sources can provide the researcher contrast each cases and can help understand a single-case finding, by specifying “how” and “where” carries on as it does. In order to focus effectively and to fulfill the exploratory, descriptive and, to some extent, explanatory purpose of the research, we decided to include two companies into our sample data in order to find appropriate location, As Miles and Huberman (1994) stated that researcher can decide to have their study on the single case or conduct multiple case studies. So, with-in case analysis of this study, we collected data in order to compare and finding similarities and difference in cross-case analysis. Moreover, we also limited our search to cover only B2C companies within online activities. We conducted our sample selection by choosing the online
B2C companies, which are established in Thailand. Within online business, we investigated the company such as Airasia co. ltd., Passionasia co. ltd. and Tarad co. ltd. We have reviewed about this company information, which influences our choice beside the sample requirement. Unfortunately, when interviewed at Passionasia co. ltd., they suddenly wished not to participate in this study. However, the reason we chose the two companies from the different industries because it is interesting to see how company in different industry using these elements such as transference, reputation, familiarity, attitude, risk, cooperation and transparency managing consumer trust in their online environment. Since their business activities and systems were different.

4.3 Data Collection Method

When conducting data collection in case studied, Yin (1994) explained that the data collection could rely on six different sources. These sources can be documents, archival records, interviews, direct observation, participant observation and physical artifact (ibid). Moreover, it is also essential to collect the multiple sources in the study as Denscomb (2002) stated that the researcher should collect one or more evidence data and compare in order to finding accuracy solution. Moreover, Yin (1994, p.91) also supported the collection multiple sources of studied by stated that “a major strength of case study data collection is the opportunity to use many different sources of evidence”. Additionally, he added that the case study result could also be more accurate, if none of the different sources has a complete advantage over the others.

Through this thesis, we decided not to use archival records since this evidence is precise and quantitative and it does not fit to our research as we conducted a qualitative study. We also not used participant observation due to this type of data gathering’s weakness is bias to investigator’s manipulation events. At last, we also avoided physical artifacts since this study does not require the need to obtain evidence on cultural features. In order to collect primary data, we decided to use the interview as a method of collection data, because Yin (1994) stated that interview is one of the most significant sources of case study. He also added that positive aspects with the interview are not only concentrates directly on the case study topics, but also insightful of perceived casual conclusions. However, when contacting the companies, we presented our subjective to each company and then they refer us to suitable persons in the company, who fortunately could answer our research areas. Based on this, we found the persons that we conducted personal interviews with. The person interviewed in Airasia was (Mr.) Khun Wattana Suwandaung and (Miss) Khun Rujira Janjang. At Tarad, we conducted personal interview with (Mr.) Khun Pawoot Pongvittayapanu and (Miss) Khun Bussarin Pongvittayapanu. However, our intentions were also to interview third group of companies due to the rush time of writing thesis and stressed up with workload. So we decided to pass this opportunity.

In conclusion, we decided to use interviews and documentation as the data collection methods of our thesis. At first, we collected data through telephone interviews, which we first informed them of personal interview in the company by sending e-mail questionnaires. Then, we collected data in terms of documentation, regarding as gathering information from each company's website. This complementary information
was mainly focus for describing the companies’ general information. Then we talk about Data analysis.

### 4.4 Data Analysis

The way of data analysis is very important for study, as Yin (1994) described that in qualitative case study. It should start with “general analytic strategy”, which furnished for what to analyze and why to analyze. This data analysis is also more defined by Miles and Huberman (1994), as described that when the researcher gathered data in the form of words, which obtained from the interview. Those words require some processing, which define as the analysis (ibid). Moreover, to analyzing data collection from the interview, Miles and Huberman explained that the researcher should compare difference between multiple cases studied as well as cross-case analysis.

In order to do extensive writing on quality data analysis, Miles and Huberman (1994, p10) stated that the data analysis is believe to be consistent of “three concurrent flows of activity” After collect the data, Miles and Huberman explained the three stages of qualitative data analysis, which are Data reduction, Data display and Conclusion drawing-verification. Having three steps regarding the analyzing the data, we presented the data in chapter five from each one of the case studies and analyzed the finding in chapter six within case analysis and a cross-case analysis. Within case analysis, we used data that we collected in each case making comparison with the available theories. In this way of analysis, we identified similarities and differences with the previous research that we mentioned in theory chapter and present the result for each case. We also used cross-case analysis, which compared the findings of the company with each other in order to find similarities and different. We analyzed, whether if there were similarities or difference between cases. Then we continued to the conclusion and implications in last chapter, which answered the research questions, which stated in the theory chapter and also suggested implication for future research. Then we talked about Validity and reliability.

### 4.5 Validity and Reliability

In validity, Yin (1994, p 35) explained that there are three forms of validity, which are Construct validity, Internal validity and External validity. In each validity has their own different, as Yin described that Construct validity establish correct operational measures for the concept, which are being studied and objective judgment is used to collect data, Internal validity uses to establish a casual relationship which showing that specific condition bring to other conditions and External validity refers to establishing to the field in which the finding can be generalized.

In this point, we found that internal validity is not suitable for this thesis, as Yin discussed that internal validity should not be used with descriptive or exploratory study. However, these tests of quality of the study were enhanced through the several of tactics, when doing case study research. To increase the validity in this thesis, we used multiple sources of evidence as documentation and personal interviews. We also used the well-established literature to construct the frame of reference. We were conducting the multiple case studies in this study, since it provided us more
information about the research areas and result of increasing the validity. Due to gain multiple sources of evidence, first, we collected information from company’s website. Secondly, other people reviewed the interview guide before the session in order to make sure that it was understandable. Third, note and conversation record were shot down during an interview, in order to reduce risk of missing information.

In reliability, Denscomb (2002, p 100) said that “Reliability relate to the methods of data collection and the concern that they should be consistent and not distort the finding. Generally it entails an evaluation of the methods and techniques uses to collect data”. To gain reliability of the study, the person we conducted interview with should be already familiar with consumer trust, at least had experience with company online management. During interviews, we skipped over the leading and subjective questions, which would facilitate by using the structured interview guide. After the first interview guide was tested, the final interview guide was made for all interview sessions and sent them in advance in order to make them prepare and gain better understanding on the subject before they give us the answer. However, the reliability might be affected negatively by some personal biases when they interpreting the answers. We also increased reliability of this thesis by recording the conversation data, we recorded tape and notes from the session in order to develop case study database. However, there were some problems with reliability as we dealt with the perception of people, which were intangible and varying on subject. The reliability may further influenced by the fact that people’s perceptions were different every time, which provided difficulty for us to achieve the same results even if the same sample were used.
5. DATA PRESENTATION

This chapter will present the empirical data collected from the two case studies, which are involved in this study. Each company will be presented one by one. The presentation also will be divided into sections, where we begin each one with an introduction to the company. Then we will present the relevant data, which was obtained from the interview and direct observation.

CASE STUDY ONE: Airasia

Airasia’s former name was Airasia aviation co, ltd. Then the officially registered holding company and change full name to Thai Airasia co ltd. in December 8, 2003, which was the same date of establishing website. Airasia’s business objective focuses "no frills" service at fares, which selling lower fare than the other airline. Company’s service is aiming to Asian travelers, who prefer not to have frills of meals or airport lounges in exchange for fares up to 80% lower than those currently offered with the equivalent convenience as well as no complimentary drinks or meals are offered. Instead, Airasia introduces a delicious snack or drink, which provides on board in reasonable price. Despite obtaining this achievement model from low fare airline such as the U.S.-based Southwest Airlines and Dublin-based Ryan air, Airasia becomes successful in established a new market channel of Asian aviation product. From this result it will revolutionize air travel, and grow the Asian aviation market by providing incredibly low fare, which create more marketing channel in consumer segmentation.

The person, whom we conducted interview with are Mr. Wattana Suwanduang, the Management Engineering and Miss Rujira Janjang, Selling supervisor.

5.1 The Model of Trust

5.1.1 Transference

According to Mr. Wattana, Airasia promotes their company by having contract with radio, newspaper and television. Airasia also make advertising contract with famous local newspaper such as Thairath in order to rent the space of newspaper page in order to advertise new offer or promotion. Also, Airasia spreads their news through Bangkok post newspaper, which is the English newspaper in Thailand, in order to reach the group of foreign customer in Thailand. In the online perspective, Mr. Wattana said that Airasia advertising their site through popular website, such as www.mthai.com, www.sanook.com, www.hotmail.com. Mr. Wattana told us that the reason that we choose to advertise with these website because they were pioneer searching site, which contain high number of visitor in daily. Although the cost of advertising may be expensive than other website, Mr. Wattana said that it worth in part of reach to targets customer. In addition, he further added that Airasia has no policy to exchange advertising banner link or provide the visitor number to statistic.
website because he told us that those information is considered as important and classify.

5.1.2 Reputation

In reputation part, Mr. Wattana stated that reputation of company could build trust toward customer. He further said that the website provides customer about company background, which state that Airasia has cooperation with Shin cooperation company group, which is a high reputation group company in Thailand. Moreover, the owner of the Shin cooperation group is Dr. Thaksin Shinnawatra, the current Prime Minister of Thailand. From this successful, Mr. Wattana stated that it would ensure new customers and return customer to feel secure about the past experience with company. These also definitively affect the customer purchasing decision because the company must develop loyal customers from many competitors, which are increasing in every year. As we have been discussing about the effect of reputation in industry and reputation in company website, Mr. Wattana told us that it would affect, but not so much because Airasia has good company background. Despite this Airasia has been operating in offline business for a long time, so people who wish to try online service mostly are return customer. At this point, Mr. Wattana told us that customers mostly ask question in general concern about online transaction rather than the question about product or company.

5.1.3 Familiarity

In Familiarity competence, Mr. Wattana stated that the website context develops to best view with Microsoft Internet Explorer and Netscape Navigator. In generally, this website applies to view with Microsoft Internet explorer and Netscape navigator in any version. However, they recommend to use Microsoft Internet explorer 5.0 or up and Netscape Navigator 6.0 or up regarding of the speed and the best view in page. Moreover, customer needs to adjust their screen to view as 1024 resolution. However, if customer does not have these kinds of application on their computer, customer can download direct from the bottom of the site, which contains hyperlink to go directly to download page. Mr. Wattana also said that Website also provide the different kinds of language, which customer can adjust to suit with themselves at first time they enter to the site. Website also uses navigation menu, which shows in every site page. Customer can choose the topic in the menu and then information link will come out in lists. Mr. Wattana told us the reason of using navigation menu because they attempt to minimize click stream as much as possible. Moreover, website also provides site map in case of customer get lost on the site. From our usability observation, the visitor scroll must page in order to view information. Some pages has link to next page and it is possible to skim. This is also possible to skim via menu to specific page. Regarding to customer information input, Airasia does not require that their visitors fill in data on their website. There are several icons in the site and it easy to distinguish because Mr. Wattana stated that company wants customer easy to remember and recognize. It provides ease of use in the website, as it shows the buying icon on the left, which customer only needs to fill the form of date of flying.
5.1.4 Attitude

In the part of attitude, Mr. Wattana told us that company building customer impression by using effective visual design on the website. He further said that website provided colorful web page, which contain the big short letter in order to make it look clear and comprehend. Regarding to website color, most background on the site using red color because red color’s significant in Southeast Asia region defines as positive meaning, for example, in Thai, red color refers as country or Chinese refer as good luck. Mr. Wattana told us that website provided the customer attitude by lock down what customer preference. So next time when customer entered to the site, it will automatically adjust to customer preference. From the website observation, website does not contain any moving elements such as objects that are twinkling, moving or shifting in shape. The text at the site is short, concise and tone of text is user friendly. The content of the company’s website is always fresh because it gets update whenever they add new to the site or some kinds of new promotion offer. On the website, it has the professional attitude by providing a company background and clearly concepts of company as same as the purpose of building the website. Moreover, website also shows the percentage of flight, which was delay in yearly, and percentage of increasing on-time flight. However, website did not provide us any information or company statistic of customer who has been using service in last year due to the fact that it is classified information. According to Mr. Wattana said that it was the classify information for company.

5.1.5 Risk

*Company Policy*

Regarding in term of Privacy risk, Miss Rujira told us that Airasia provide the privacy statement at below of the homepage. Customer also require customer to read through before making the transaction process.

*Encryption*

Airasia has own domain name as Airasia.com. The design behind the site is based on simplicity well structure, but informative, as Mr. Rujira discussed, also website system has encrypts by Thawte SSL (Secure Socket Layers server certificate). She explained that the reason behind the use of this security system is to prevent and protect personal information from loss, misuse and alteration. Only authorized employee, who are under appropriate confidentiality obligation can access to customer information. However, Miss Rujira told us that customer must remember their user ID and Password, Airasia will not responsible for any loss of user ID or Password.

*Payment methods*

In payment methods on website, Miss Rujira said that consumer can choose to pay online by using Master card or Visa card. Regarding of payment by the other type of credit card such as American express, Miss Rujira told us that website has no other alternative ways to paying by that card now. If customer does not have credit card
customer can pay direct from Alliance Bank such as DBS bank and MayBank or customer can purchase ticket from offline office. Since the Company has recently operated the website not too a long time, Miss Rujira says that Company needs time to collect data about customer preference.

**Third parties**

Miss Rujira told us that Airasia does not provide any third party to deliver the product or involving in transaction process in website. Since company is concerned that involving with other parties may create more risk of information fraud than operating it themselves.

**Contractual Term**

In part of contractual term, Miss Rujira told us that in general, company try to do the best effort to avoid any errors in transaction process or fraud as possible. In case of company having changing schedule, cancel, terminate, postpone or reschedule or delay any flight, Miss Rujira told us that company would provide alternative option to consumers, which are:

- Provide another early flight schedule service to customer without any additional charge or extend the validity date of customer ticket.

- Customer can choose to travel in another time, retain the value of the fare in a credit account for customer future travel, which customer can re book within three month

- Customer can make refund in 14 days according to Term & conditions.

**Company warranty and compensation**

In company warranty and compensation, Miss Rujira stated that if Airasia fail to provide the flight, companies willing to refund all the fare back to customer due to the agreement, which state in Term & Condition. However, she said that company will refund to the person who has paid for upon presentation of identification and solid proof of such payment. The process of refund also required writing and accompanies with original Itinerary and booking number or proof of payment and identification.

**Samples**

Miss Rujira told us that Airasia does not provide any kind of sample. But they rather offer promotion to encourage customer.

**5.1.6 Cooperation**

According to Mr. Wattana, Airasia does not provide the consultative problem solving in online because they felt that it was not necessary in building trust toward in the website. Moreover, company had provided enough contacts in offline. He emphasized that in building consumer trust in website, consumer’s attitude and company reputation was more important than other factors. In fact, He also said that it is not
necessary to having these kinds of activity because it will costs the company too much.

5.1.7 Transparency

Regarding the collecting of customer information, Airasia require personal information such as:

1. Intended travel dates, place of departure and intended destination
2. Name, address, telephone numbers, e-mail address, credit card details
3. Billing information to hotel, car Rental Company or other travel service provider

According to Miss Rujira, Airasia uses this information for completing reservation, emailing a confirmation, and providing the air travel service. Once customer has fill in registration form, Miss Rujira told us that company will state to customer that their information will be treated confidentially except when necessary to give effect to the transaction and when company is legally required to do. In addition, Miss Rujira also said that Airasia has not any intention to sell any personal information, which customer provided on the website. However, Airasia may shares anonymous, aggregated information about all customers with third parties, but will not supply any personal information.

5.2 Apply Trust to Consumer

5.2.1 Provide mean of contact

According to Mr. Wattana, Airasia company mainly communication through telephone, which customer can obtain a number from website. Telephone service opened from 8 am – 9 pm Monday to Sunday. Or customer can fax to 603 7804 5430. If customer wishes to walk in, they can do by going to company branch office at the airport.

In online aspect, Mr. Wattana told us that there were not many contact provide in online, However, Airasia provided answer tool to customer such as FAQ, which contain most of the general questions regarding to flight schedule and fare. Also there is question form, which customer filled their name and contact address, including the topic and suggestion. Once the question was posted, company will answer back in the website and send to the answer through customers e-mail.

5.2.2 Responsiveness

Mr. Wattana told us that company answered the question based on types of necessary question. For example, if customer want to know about general question regarding with the flight schedule or even how to set up the website suitable to their preference. Customer can find that question in FAQ pages. However, Mr. Wattana told us that Airasia concern more on responsiveness in offline rather than online, since there were
6,000 people communicate through offline communication in daily. This statistic proved that customer who need immediate response are tend to contact company in offline more than they do in website. Despite of this above reason, Mr. Wattana added that’s why Airasia did not provide any kind of live chat or automatic answer on the website because it will cost more on company, which they believed that current communications already sophisticated for customer responsiveness.

5.2.3 Quality of help

In offer quality of help in website, Mr. Wattana said that company provides search tool where customer can fill in the information that customer want to know. This tool bring customer to each directory in website, which customer easily find the categories that customer want to know. In the part quality of help in registration process, Mr. Wattana told us that when customers are registering the product, the website will show the sample of how to fill in the product step by step with description. Mr. Wattana added that company tries to make everything simple and quick as much as possible on the Internet, but since the website is recently new. There obviously has some mistake occurring, but they try to solve it as fast as they can.

5.2.4 Personal touch

In personal touch, Mr. Wattana did not tell us much about personal touch in part of building consumer trust in website. He stated that Airasia concern in part of building consumer trust in website toward online transaction. Since website is in virtual environment, so it is difficult to create personal touch without human interaction. However, in dealing with personal touch, website provided some picture of product and search tools on the site to help customer find things on the site. When it comes to purchasing process, Airasia send confirmation by e-mail. It is possible for customer to go backward during process, when customer had problem with registration of an order. In addition, Airasia also build personal touch and customer relationship by send subscription to customer.

5.2.5 Customer Control

In part of customer control, Mr. Wattana stated that Airasia used the cookies in order to track a customer preference. However, when customer logged on the personal page, website required confirmed customers username and password. He further said that website had no policy to use automatic log on, because it can create some fraud issue when someone using customers computer to log on with or without permission of customer. In order to get consumer feel confident and in control, Airasia provided the personal page where customer can view their record of which flight they were fly or how much bonus point he or she acquired so far.
5.2.6 Fulfillment

In order to fulfill what customer need, Mr. Wattana stated that company fulfills customer needs by providing the search tools of flight. When it comes to transaction process, website offered customer the SSL (Secure Socket Layer mode), which protected the customer information, Customer can be sure that they are in secure mode by look at the lock icon at bottom of page. In the part of purchasing process, Mr. Wattana said that company fulfill customer by providing alternative choices for customer can choose which are

- If customers click the box to “Retain details for my next visit”, the system will create a cookie to store customer contact information, so that customer will not need to enter it again next time when using online service.

- If customers check the box on “Sign me up!” Company will send customer updates on service and promotion regularly to keep them update.

In case of customer is not Airasia member; Mr. Pawoot stated that customer could register immediately by entering preferred User ID and Password. On the other hand if customer feels that their order register process is incorrect, customer can return to previous page by clicking BACK. At last in order to verify correct transaction, customer requires clicking PURCHASE button. The system will take up to 45 second in order to process the transaction. Then, flight itinerary will automatically appear as showing complete the process and it will send to customer mail when all transaction has been complete. Customer may change a flight schedule within 48 hours before departing the flight.

5.2.7 After sale

In after sale, Mr. Wattana told us that Airasia provide Customer service which immediately provide information for customer. Call Customer service concerns about call waiting time and phone conversations to ensure that superior sales techniques compliance with our policies. Call Centers provided regular service to customers daily from 8.00 am to 9.00 pm. In the part of subscription, Mr. Wattana said that Airasia provides service by sending the newsletter for update information. In general, company will subscribe customer in order to notify about the latest update about promotion and services. However, if customers do not wish to remain a subscriber, they are able to remove their details from the personal page on the website.
CASE STUDY TWO: Thai2hand

Thai 2hand was established from the idea of owner see the group of high school student building the web, which makes a lot of income, published in newspaper. He also had basic knowledge about building website and he owns some personal web from Geocities. So, he thinks of idea about building easily web, which does not need much time to take care. In fact, there are many people make the website, which had many links and need to upload new information to web all the time. So, the owner got ideas about let other people input information by themselves. So, company officially established in 8 May 1999 and register named as TARAD co.ltd. But website was officially opened to public in 1 January 2001, the website purpose is creative idea of Easy and Differentiate by offering market space, where people can purchase and sell their products through the Internet.

The personal, whom we conducted interview were Mr. Pawoot Pongvittayapanu, The founder of Thai2Hand company and Miss Bussarin Pongvittayapanu, Website consultant

5.1 The Model of Trust

5.1.1 Transference

According to Transference in website, Mr. Pawoot said that Thai2Hand advertise their website through radio channel such as Virgin radio 88.0 MHz or advertise through Local Newspaper such as Thairath and Dailynews. In the aspect of online environment, Thai2Hand uses the exchanging banner strategy, which exchanges the website link with other website. Thai2Hand provides copy tag of link, which has three different kinds of displays. The other website can use this banner by copy these tag and put in their website, then sending email, which contain their own copy tag link back to webmaster in order to confirm the exchanging banner. In addition, Mr. Pawoot stated that Thai2Hand promote their website by registering it with Truehit website, which is a website that observes number of visitors statistics of Thailand website. These statistics will be calculated and present in search engine website in order to make popular website list in search engine site.

5.1.2 Reputation

According to Mr. Pawoot, reputation in company and reputation in industry, Thai2Hand has shortly operated the business. So Thai2Hand decided to join up the business with Mono Technology group co. Ltd. in 2001, which is a strong E-commerce reputation company in Thailand, which operated business on the online environment. After company had joined investment with Mono Technology, company has been expanding so much in order to develop technology on website in order to provide efficiency performance and increase customer. In persuasive new customer and return customer, Mr. Pawoot said that company provides its background and business objective in the website. Moreover, he also states the reason that company
invest its business with Mono technology group because company need to show the professional image in website. He stated that this would be the best way for company to increase consumer trust. Moreover, Thai2Hand also gained the positive reputation from previous achievement as it received top of 20 Thailand web awarded from the Truehit survey site (Thailand stats) and top ten of the world in shopping categorized from Hitbox and Nedstate and Truehits search engine survey.

5.1.3 Familiarity

According to Mr. Pawoot, Thai2Hand is increasing web familiarity by enabling their website view by Microsoft Internet Explorer and Netscape Navigator in any version. Moreover, website avoid using the special effect program in building website such as Macromedia Flash or Microsoft Dreamweaver in order to maintain good speed of loading page. From our website observation, we can see that website has currently faced certain problem in page viewing speed due to the fact that it contains a lot of information and there has no option for changing language in website. However, Mr. Pawoot said that company is progressing of improving website usability. Website also provides a tradition click menu, which has a logical order of the content. Most of the pages contain more text than what fit on the screen and it is then read and recognizes the text. Website has navigator map where it link customer to categories that they wish to explore.

5.1.4 Attitude

In developing customer impression attitude in website, Mr. Pawoot told us that page in website provide the same background but different in context. Website does not contain any kind of moving element, since Mr. Pawoot believed that it might disturb the customer. The color of site using a white on background and text is in black. The hypertext links are blue and after they have been clicked on, they will turn brown in order to distinguish itself from the rest of the text. From the website observation, we can see that website provides concise text and grouped in short paragraph. There is also no special graphic throughout the site, since the concept of company is based on simple and differentiates. Moreover, Mr. Pawoot explained the reason of not providing special graphic because he wants customer to view the website from every kind of web browser. Website also contains the place, where customer can hear new information from company. In order to create professional attitude, website provide logotype at the top of the first page. There are also menu on the right of the page, which customer can log in to personal page. Moreover, website also provide the information page, where talks about company background and company objective. At this point, Mr. Pawoot said that it is very important to tell everyone about what they are doing on website and what make them different from others, since they are looking forward to the leader markets website in Thailand. So it is important for them to clear themselves in professional ways and providing positive attitude toward the customer.
5.1.5 Risk

Company Policy

Regarding to privacy, Thai2Hand offers the customer the company policy regarding
the privacy, information and security, which state by Thai law of E-consumer
protection.

Encryption

In encryption, Mr. Pawoot stated that Thai2Hand has their own domain name by
register with 4bot.net co, ltd., which is the web hosting company in Thailand.
Moreover, website has been over watch by H-True Crown Company, which takes a
responsibility about SSL security encryption on the website.

Payment methods

In payment methods, Mr. Pawoot said that Thai2Hand offer several way of payment,
which is:

1. Transfer Money from ATM and Bank counter service

2. Paying amount though Online Credit Card such as Visa, Master and AMEX
   through Asia bank’s site.

3. Paying direct through SCBeasy bank, but customer require to register account with
   Bank before proceed to the transaction.

4. Paying through Barter Card (Only for member of Barter Card)

5. Customer can pay from offline office, where map located in the website.

Third parties

In transaction process, Mr. Pawoot stated that Thai2Hand use third party to escort
transaction, those third party are the major Bank in Thailand, which are Siam
Commerce bank ltd. and Asia Bank ltd., which they contain highly security system,
SSL 128 bit. So it ensures that customer’s transaction process is highly safe.

Contractual Term

According to Mr. Pawoot, Thai2Hand provides the promise of after company received
payment confirmation from third party, company will advertising customer product
within 24 hours. Once product has been ad on the web site within 24 hours customer
requires to check on the website to see the detail of product, if it is correct or not. Mr.
Pawoot further said that customer could have 24 hours after advertising time to
contact the company in order to change the detail or information. If it has been past 24
hours, company considers that customer has satisfied with posting and cannot change
anything.
Company warranty compensation

In part of compensation Mr. Pawoot said that if there is any wrong occurring in the website such as company cannot post the product, the customer has two alternatives which are

1. Company will extend the period of posting customer advertising.

2. Customer can refund money back by receiving money at offline office, which customer require to present Legitimate Card for prove.

Samples

According to Mr. Pawoot, company’s product is advertising space on the website. However, the visitor can try sample by advertising for one time, but it require visitor to register their information. However, Mr. Pawoot said that customer can view the advertising product on the website as a sample.

5.1.6 Cooperation

To create cooperation with the consumers, Mr. Pawoot stated that they use different ways in which the consumer can communicate with Thai2Hand and other consumers. He said that cooperation between customers is important in building consumer trust. According to Mr. Pawoot, website had provided web boards, where members can send SMS, read articles, searching article and takes part in site contests. Moreover company provided some bonus system, where the members received the bonus point, if they state friend email or posted their comment on the web.

5.1.7 Transparency

Regarding the building of consumer trust in transparency, Mr. Pawoot stated that company clarify customer about the purpose of gathering customer information. However, since company did not provided any kinds of transaction method in the website, Thai2Hand required to have only general information about customer such as Name, Telephone, Email, The period of advertising, Picture of Product which customer want to advertise. At this point, Mr. Pawoot said that mostly customer did not have any concerns about providing information on the website.

5.2 Apply Trust to Consumer

5.2.1 Provide mean of contact

On the website, Mr. Pawoot told us that customer can communicate with company through e-mail which is located in the contact menu. Once customer is in the page they categorize contact in different department such as:
- Contact for advertising
- Contact for general information
- Contact for technical problem

In offline contact, Mr. Pawoot said that customer can traditionally contact the company through telephone and fax. Telephone service will be available during work time on Monday – Friday. Moreover, customer also contact directly to company at the office, which company has provided the location map on website.

5.2.2 Responsiveness

According to Mr. Pawoot, he did not mention much about responsiveness. He told us that only company had received question from customer comment in website. Company tries to answer customer as soon as possible. However, most customer often ask about how to registries member with website. In order to respond to this problem, company has provided all the answers in FAQ.

5.2.3 Quality of help

According to Mr. Pawoot, First time customer always has problem, when they get lost in the website because the website contains a lot of hyperlink. In order to offer quality of help, Mr. Pawoot said that company provide site map in the website where customer can view all categorized and customers can go direct from that link. In part of offering quality of help order processing, Mr. Pawoot stated that company provides the guideline of registration, where it view as the picture. After customer finished the information page, the website explained how paying process will be and offer third party payment hyperlink.

5.2.4 Personal touch

According to Mr. Pawoot, he agreed that it is not easy for company to develop personal touch in website. Moreover, he also believed that personal touch is not important factor that applies trust to consumer in online perspective. However, company offered little bit of personal touch such as confirmation e-mail after purchasing and subscribing the news of promotion to customer.

5.2.5 Customer Control

According to Miss Bussarin, Thai2Hand informed their customer why and how they use the entered personal data. At the moment, company was developing cookies system in order to individualize the website, but considered the possibility of using it in the future. Furthermore, Miss Bussarin further said that Thai2Hand considered giving customer to customize their personal site containing service such as re-advertising product where customer wished to advertising same product again. They
do not required to register product again, but customer requires filling in their name and reference number.

5.2.6 Fulfillment

The order process consists of different steps. First, Mr. Pawoot told us that customer require to review register guideline on the register page because company tries to reduce such error that happen during registration and reduce all question. After consumer received username and password, which obtain from register the website. Mr. Pawoot said that customer need to go to Advertising icon, then choose the categorized of merchandized that which to advertise. Then customer described goods that customer wish to advertise, if the customer wants to make any change during the order registration, customer can go back to change in personal page by clicking on “change content”. In the transaction process, website will explain customer the different methods of paying and introduce the hyperlink of third party payment method to customer. At this point of using third party, Mr. Pawoot said that company still new and does not want to make any risk in order process, since he said that order process is the important part of building customer trust on the website. However, company is still developing those payment technologies, which company will use these in recent future. After customer finished the order process, company will send the confirmation mail to customer, which also explained about company’s warranty and compensation.

5.2.7 After sale

Regarding with after sale, Miss Bussarin said that company provides the call service in contact us page, which contains several e-mail address and telephone number of company for customer contact when their experience some problem for example, company has post wrong detail on classified that advertise on the web or provide the wrong customer number. In addition, Miss Bussarin told us that after sale is very important for building consumer trust, because customers expect to receive service equally to money that they had paid. Thai2Hand also provides the subscription about the update promotion offers to customer.
6. DATA ANALYSIS

In the last chapter we presented the empirical data, which we obtain from two B2C online companies. From the discussion in the methodology chapter, we will analyze the data by within-case analysis and cross-case analysis based on the frame of reference of this study.

Within Case Analysis

In this section we will analysis the data, which we collected from two companies, against the previous research in the frame of reference. The analysis will be display with research questions.

6.1 Company One: Airasia

6.1.1 The Model of Trust at Airasia

Transference

According to Donney and Cannon (1997), customers receive positive attitude and prior good experience with transference in online environment. To gain the transference in online, Doney et al, said that company need to have positive relationship with third parties such as TV, Newspaper, Friends, and Family. This is in line with what we found at Airasia. They promote their website through the offline perspective such as radio, television and local newspaper and promote their product through popular website such as www.mthai.com, www.sanook.com and www.hotmail.com. Then, Egger (2003) and Robinson (1996) argued that the ranking of web directory and search engine can affect consumer assessment on the website trustworthiness, this confirms what we gathered at Airasia, where they think that due to the fact that they have other trust strategies, there is no need to spend their money on ranking their website.

Reputation

Airasia uses the strength of company brand name, previous interaction on offline to establish trustworthiness in their website. This is in line with what Robinson (1996) stated and it also confirmed by Egger& DeGroot (2000) that consumer trust involved with the strength of company brand name, previous interaction on offline, or report from trusted third parties. Of the other factors Egger (2003) introduced two website strategy for different customer scenario cased and two strategy, which are reputation of company and reputation in industry, which affect the predetermination of consumer trust toward website. Airasia focus on both customer scenario case, but they slightly focus more on return customer rather new customer. They are also adapting both reputation of company and reputation in industry to develop trustworthiness.
Familiarity

Airasia fulfils by provide effective web context, familiar shopping procedure, the website navigation in order to locate website information. This goes with theory according to Egger (2001), Egger (2003) and Nielsen (2000), they break down familiarity in several ways such as provide familiar web context, provide familiar shopping procedure, provide the navigation in order to access website information. Regarding with website’s learning ability, efficiency, memorability by Somyod (2000), Airasia focus on all of them in order to satisfy customer.

Attitude

Airasia develops customer’s impression attitude in part of visual design layout, prominent name of information, the name of business. This is in line with what Egger (2001) stated and it also confirmed by Fogg and Tseng (1999). When it comes to part of getting customer first impression as one of element of trust model, Doney and Cannon (1997) and Egger (2001) stated that professional attitude appearance can help website create consumer trust. Our investigation reveals that, the data we collected from Airasia is consistent with theory.

Risk

Egger and Abrazhevich (2001) and Doney and cannon (1997) and Egger (2002) breakdown risks in seven different categorized, which company must be fulfill, Company policy, Site encryption, Payment process, third party using, contractual terms, company compensation and company sample. Novak & Peraltra (1998) there are other factors regarding with risks, which are security and information control. In conformity with seven different categorized of risks that Egger and Abrazhevich (2001) and Doney and cannon (1997) and Egger (2002) mentions, Airasia develop five ways except product sample and third party using because company believe that has no effect in building consumer trust. On the other factors that Novak & Peraltra (1998) declared, Airasia has made it clear to customer about company policy and informational control before begin the transaction process.

Cooperation

In accordance with Egger (2003) and Egger (2002), consumer trust becomes more easily to develop, when there is high level of cooperation between company and customer, Airasia in line with theory by providing the customer service in case customer would like to receive the human response. However, in the way of Dayal, Landesburg and Zeisser (2001), they argued that consumer trust can increased how company provide the consultative proclaiming solving assistance in regarding of customer returning their personal information such as family, finance and health back to company. This confirms what we gathered at Airasia that they feel that it is not necessary in building consumer trust, since it would be additional cost to the company.
Transparency

In accessing consumer information and reduced risk in the website, Meyer (2002), Donney and Cannon (1997) stated that company requires providing transparency in such way that is clear about their business policy and how to control over customer information. Otherwise, customers will have no idea what will happen to their information and it would decrease consumer trust toward website. In accordance with theory, Airasia clearly states the purpose of obtaining information from customer and what kind of information that they will obtain from customer. They also explain how to handle customer information and provide the privacy statement on the website.

6.1.2 Apply Trust at Airasia

Provide Mean of contact

With regards to provide mean of contact, Egger (2002) stated that different kinds of mean contact provide the great deal to website in part of implement credibility. Fogg et al. (2001) lamented that company should provide various kinds of contact mediums such as chat, e-mail, phone or fax because each customers have their own preference and different customers will prefer different communication channel in different times. In accordance with theory, we found out that Airasia offline contact focus on telephone because it is more convenience and timeless than other contact approaches. Moreover, Airasia also provides fax or branch agent, where customer can walk in direct for asking certain question. Regarding with theory, Airasia provides FAQ and question form, which customer can fill in their form and company will response their question by posting on FAQ section. However, Airasia does not concentrate much in online contact due to the fact that not many customers are using online medium.

Responsiveness

Airasia aims with the important with telephone contact in regarding of prompt response to customer because the company statistics showed that more than 6,000 people has visit in offline daily, which the statistics proved that customers prefer to received immediate response form offline rather than online. Moreover, company provides a FAQ section in website for customer who prefers to ask question online. This is consistent in what we gathered in the theory. Egger (2002) stated that company requires prompt and informative response when customer is asking some question. Furthermore, Fogg et al. (2001) also supported that company should provide some kind of relate- tools such as FAQ or automated response in order to increasing credibility to the website.

Quality of help

According to Egger (2002), quality of help can perceived website trustworthiness, company needs to provide the help in efficient way, and company can do by providing website help tools such as language adjust or navigation tools FAQ. At Airasia we realized that it consistent with the theory because company provides search tools in website in order to help customers locate the page. In part of transaction, Varinda
(2000) stated that company should offer the confirmation email to confirm customer, to provide feedback to customers on each activity that they have processed on website. Even in case of technical difficulties or incomplete transaction, company can offer the way to fix problem or how to reach to customer’s service, whenever customers face that certain problem. We found out that through our investigation at Airasia that company is in line with theory by providing the sample of how to fill in product step by step with description to customer.

**Personal touch**

According to Varinda (2001) and Johnson (2000), customers need something more than the complete secure transaction or information; customers need personal touch to make them feel comfortable. To increase personal touch in website, company requires providing the human based contact on website such as live online chat. Another personal touch aspect, which further discussed by Egger (2002), company can develop personal touch by providing picture about company information and product or using reader friendly context in the website. Unlike Varinda (2001), Johnson (2000) and Egger (2002), Airasia feel that consumer touch should be concern in part have provide navigation tools or transaction process. However, Airasia emphasizes on develop personal touch in offline rather than online.

**Customer Control**

According to Dayal, Landesburg and Zeisser (1999) Varinda (2001), company should develop consumer trust by providing customer the opportunity and the capability to website. They claimed that company should allow visitors to change their default layout setting in order to meet their personal preference. Additionally, Hoffman, Novak and Peralta (1998) stated that company could receive customer information and loyalty, if customers feel that they have control on their personal information. In accordance with theory, Airasia agrees to use cookie to track a consumer preference and offer the personal page to customer.

**Fulfillment**


**After-sales**

Regarding after-sales, Airasia provides a telephone service, where the number locating in the website. Moreover, company has provided the suggestion page for
customers to declare their problem. This is in line with what Joseph and William (2000) stated that company must understand and pay attention to customer’s desire for the after sale capabilities. With regard to subscription, Airasia sends subscription to customers, when website offers new promotion and service. However, customer can stop to received subscription by removing their subscribe order from their personal page. From the investigation, we found that Airasia consistent with theory as Varri (2001) and Egger (2002) stated that company help in addition consumer trust by providing customer service and after sale warranties.

6.2 Company Two: Thai2Hand

6.2.1 The Model of Trust at Thai2Hand

Transference

According to Donney and Cannon (1997), customer received positive attitude and prior good experience with transference in online environment. To gain the transference in online, Doney et al, said that company need to have positive relationship with third parties such as TV, Newspaper, Friends, and Family. At Thai2Hand we found out that is in line with theory, they promote website through radio channel, which is Virgin radio 88.0 MHz and local newspaper such as Thairath and Dailynews. In accordance with Egger (2003) and Robinson (1996), the ranking of web directory and search engine can affect consumer assessment on the website trustworthiness. We found that Thai2Hand is consistent with theory by registering the website with search engine site such as Truehit, website statistics will be calculated and present in search engine website in order to list the popular website when customer make the search in search engine web.

Reputation

According to Robinson (1996), consumer trust deals with past behavior and experience, which customer was received from company. Egger& DeGroot (2000) stated that consumer trust involve with the strength of company brand name, previous interaction on offline, or report from trust third parties. At Thai2Hand we found that company is in line with theory by using all three ways in which trustworthiness may establish. Hence, Egger (2003) introduced two website strategy for different customer scenario cased and two strategies, which are reputation of company and reputation in industry, which affect the predetermination of consumer trust toward website. Thai2Hand correspond only the reputation of company.

Familiarity

In conformity with Egger (2001), Egger (2003) and Nielsen (2000), they break down familiarity in several ways, which trustworthiness may establish. The ways such as to provide familiar web context, provide familiar shopping procedure, provided the navigation in order to access website information. With consistent of theory, Thai2Hand uses all to provide effective web context, familiar shopping procedure, the
website navigation to develop consumer trust. In addition, Somyod (2000) stated that company should develop familiarity in their website in terms of a system’s learn ability, efficiency, memorability in order to prevent an error and develop customer satisfaction. At Thai2Hand, we found that company uses all of them, but not on effective aspect, since they are progressing of developed the website.

Attitude

According to Egger (2001) and Fogg and Tseng (1999) stated that company can develop customer’s impression attitude in part of visual design layout, prominent name of information, the name of business, what does and what distinguish it from competitor in order to established trustworthiness. They also added that positive interface design feature such as cool color tone and balance layout can initiate consumer trust. At Thai2Hand, we found that our investigation is the same as what we have in theory as the company uses all four different ways in which developing website trustworthiness attitude requires. When it comes to other important trust establishing factor which Doney and Cannon (1997) and Egger (2001) mentioned about professional image appearance, Thai2Hand correspond well with that it is important to develop the trust to customer’s perspective.

Risk

According to Egger and Abrazhevich (2001) and Doney and cannon (1997) and Egger (2002), they breakdown risks in seven different categorize, which company must be fulfil, Company policy, Site encryption, Payment process, Third party using, Contractual terms, Company compensation and Sample. In accordance with Egger and Abrazhevich (2001) and Doney and cannon (1997) and Egger (2002), Thai2Hand uses all seven categorizes to reduce risk and establish consumer trust in website. Moreover, Thai2Hand also concern about company policy and information control in the website, which is in line with what we have in the theory; Novak & Peraltra (1998) stated that there are other factors regarding with risks, which are security and information control

Cooperation

According to Mr. Pawoot, company provides customer contact in order to increase consumer trust as well as encourage consumer contact to company through several channels. This is in line with Egger (2003) indicated that consumer trust becomes more easily to develop, when there is high level of cooperation between company and customer, Hence it is also supported by Egger (2002) that company should develop the customer service and customer support in order to interact customer. On the other hand, Dayal, Landesburg and Zeisser (2001) mentioned that company can increase company cooperation by providing the consultative proclaiming solving assistance regarding customer returning their personal information such as family, finance and health back to company. Unlike Dayal, Landesburg and Zeisser (2001), we found that Thai2Hand does not mention about categorizes in building trust, since it out of company concept.
Transparency

With regards to transparency, Thai2Hand provides a term of customer guarantee such as customer’s information will not use or sell for any other purpose than stated in website. This is also seen in theory when Meyer (2002), stated that companies require to provide clearly transparency in regarding of their business policy and how to control over customer information. Furthermore, Donney and Cannon (1997) postulated that if company fails to provide the information about Transparency in the website, customer will have no idea what will happen to their information and it would decrease consumer trust toward website. However, Thai2Hand believe that consumer does not concern much about provide information, since website currently does not involve with transaction issue.

6.2.2 Apply trust at Thai2Hand

Provide Mean of contact

According to Mr. Pawoot, Thai2Hand provides both offline and online contact in order to be available for customer to contact. In online contact, Thai2Hand provides the email address of different department for customer in order to provide the exact answer. In offline contact, Thai2Hand provides the telephone and fax. In addition, Thai2Hand provide the office map, where customer can go direct to contact with company. This is consistent in what we gathered in our theory. Egger (2002) postulated that company need to different mean of channel communication in part of implement credibility into their website. Moreover, Fogg et al. (2001) stated that company should provide various medium of contact such as chat, e-mail, and phone or fax because each customer has their own preference and different customer will prefer different communication channel in different times.

Responsiveness

At this stage, Egger (2002) and Fogg et al. (2001) said that company requires a prompt and informative response when customer is asking some question. They also added that company can provide some relate- tools such as FAQ or automated response in order to increasing credibility to the website. In conformity with theory, Thai2Hand concern about prompt responsiveness by providing FAQ and telephone through website for customer to contact.

Quality of help

When it comes to quality of help as part of apply trust at Thai2Hand, company provides the site navigation map, where customer can view the entire categorized in website and customer can go direct from that link. This is in line with the theory as Egger (2002) stated that quality of help can perceived website trustworthiness, company has to provide the help in efficient way; company can do this by providing website help tools such as language adjust or navigation tools FAQ. Furthermore, Siriwan (1998) stated that company should provide some kind of human cased
communication such as live chat in online for offer quality help. Varinda (2000) stated that company should offer the confirmation email to confirm customer, provide feedback to customers on each activities that they have processed on website. Even in case the website technical difficulties or incomplete transaction, company should offer problem solving or how to reach to customer service when customer face that certain problem. Our investigation reveals that, the data we collected from Thai2Hand is consistent with theory as company provides guideline to registration, where it is viewed as the picture. After customer finished the registration page, website need to explain how customer wishes to pay and offer hyperlink to third party.

Personal touch

Varinda (2001) and Johnson (2000) stated that customer need something more than complete secure transaction or information provides, customer need personal touch to make them feel comfortable. To increasing personal touch in website, companies require to provide the human based contact on website such as live online chat. Another personal touch aspect further discussed by Egger (2002), company can develop personal touch by providing picture about company information and product or using reader friendly context in the website. Unlike Varinda (2001), Johnson (2000) and Egger (2002), Mr. Pawoot says it is not easy to develop personal touch in the website. Moreover, he does not believe that personal touch is important factor in apply touch to website.

Customer Control

According to Mr. Pawoot, Thai2Hand is currently developing cookie system in website because it is important for them to provide the customer control. Moreover, company offers personal page, which customer fill their name and reference number in case that they wish to prolong their advertising. We found that this is in line with theory. Dayal, Landesburg and Zeisser (1999) stated that company could develop consumer trust by providing customer with the opportunity and the capability to website. Further more, Varinda (2001) postulated that company should allow visitors to change their default lay out setting in order to meet their personal preference. Additionally, Hoffman, Novak and Peralta (1998) stated that company could receive customer information and loyalty, if customer feels that they control on their personal information.

Fulfillment

According to Welker and Vries (2002) and Varinda (2001), the three ways of fulfilling customer need, which are order process, customer help and customer confirmation. With regards to the three ways fulfilling what customer needs, we found that Thai2hand is the same as what we have in theory. Moreover, an Egger (2002) mentions about thoughtful logistics system, Thai2Hand uses the third parties for escorting the product.
After-sales

With regard to after sales, Thai2Hand provides customer service in website, where it contains e-mail address of each department and telephone number of company. Moreover, company sending subscription about new promotion offer to customer every month. We found that is in line with theory as Joseph and William (2000) and Varrni (2001) stated that company must understand and pay attention to customer’s desire for the after sale capabilities. Furthermore, Egger (2002), company can implements consumer trust by providing customer service and after sale warranties.

6.3 Cross-Case Analysis

In this part, we now summarize the finding of this analysis and make comparison between the two cases in order to find possible differences and similarities within cases. Each case will be analyzed and presented separately. In order to clarify the comparison we will explain these in the following tables:

Table 6.1 the table shows the comparison the use of element in trust model in between Companies

<table>
<thead>
<tr>
<th>Elements</th>
<th>Airasia</th>
<th>Thai2Hand</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transference</strong></td>
<td>- Online advertising</td>
<td>- Offline advertising</td>
</tr>
<tr>
<td></td>
<td>- Offline advertising</td>
<td>- Banner Exchange strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Search engine strategy</td>
</tr>
<tr>
<td><strong>Reputation</strong></td>
<td>- Strength of company brand name</td>
<td>- Strength of company brand name</td>
</tr>
<tr>
<td></td>
<td>- Previous interaction on offline</td>
<td>- Previous interaction on offline</td>
</tr>
<tr>
<td></td>
<td>- Two customer cases response</td>
<td>- Report from trust third parties</td>
</tr>
<tr>
<td></td>
<td>- Reputation in company</td>
<td>- Two customer cases response</td>
</tr>
<tr>
<td></td>
<td>- Reputation in industry</td>
<td>- Reputation in company</td>
</tr>
<tr>
<td><strong>Familiarity</strong></td>
<td>- Effective web context,</td>
<td>- Effective web context,</td>
</tr>
<tr>
<td></td>
<td>- Familiar shopping procedure</td>
<td>- Familiar shopping procedure</td>
</tr>
<tr>
<td></td>
<td>- Website navigation</td>
<td>- Website navigation</td>
</tr>
<tr>
<td></td>
<td>- Web learn ability</td>
<td>- Thai2Hand uses learn ability, efficiency and</td>
</tr>
<tr>
<td></td>
<td>- Web efficiency</td>
<td>memorability, but not on effective aspect</td>
</tr>
<tr>
<td></td>
<td>- Web memorability</td>
<td></td>
</tr>
<tr>
<td><strong>Attitude</strong></td>
<td>- Visual design layout</td>
<td>- Visual design layout</td>
</tr>
<tr>
<td></td>
<td>- Prominent name of information</td>
<td>- Prominent name of information</td>
</tr>
<tr>
<td></td>
<td>- The name of business,</td>
<td>- The name of business,</td>
</tr>
</tbody>
</table>
- Company purpose and differentiate
- Professional image appearance

- Company policy
- Site encryption
- Payment process
- Contractual terms
- Company compensation
- Security and information control

- Company policy,
- Site encryption,
- Payment process,
- Third party using,
- Contractual terms,
- Company compensation
- Security and information control
- Company sample

- Customer service

- Clarity purpose
- Term about customer information

- Clarity purpose
- Term about customer information

As observed in table 6.1, we found that all companies use all the elements in perspective of building trust, which is inline with theory. However, the difference between both companies occurs in reputation element, since Thai2Hand did not provide information about reputation in industry. So this is hard for us to find the accuracy conclude in this element. There is also a big difference in risk elements; we realized that different in risk part as Thai2Hand correspond with theory by adding sample methods for customer, who supported by Egger (2003), but Airasia does not. In addition, Airasia build cooperation elements by encouraging customer service strategy. On the other hand, Thai2Hand emphasized customer cooperation on web board community and bonus system. However, since all companies are fairly new in online business, they have not developed different from theory implies.

Table 6.2 the table show the comparison of apply trust strategy to be efficiency in between companies

<table>
<thead>
<tr>
<th>Apply</th>
<th>Airasia</th>
<th>Thai2Hand</th>
</tr>
</thead>
</table>
| Provide mean of contact | - Online contact
- Offline contact | - Online contact
- Offline contact |
| Responsiveness   | - Focus prompt response through telephone
- FAQ              | - Focus prompt response through telephone
- FAQ              |
| Quality of help  | - Search tool
- Registration guideline | - Site navigation map
- Registration guideline |
As we conclude the analysis in table 6.2, all companies improving trust efficiency by using all theory methods, which discuss in table 6.2. However, when it comes with personal touch, we found that both companies simply agree to emphasis of building this issue in offline rather than online. Since Airasia slightly mention about personal touch within part of website efficiency and transaction effectiveness and Thai2Hand concern more building personal touch through telephone contact. In addition, when we come with fulfillment, we found that Thai2Hand uses the third party to take care of transaction process, which accordance the Egger (2002) who stated that company need to develop the thoughtful logistics system. We realized that Thai2Hand use this to differentiate itself from other companies, since Thai2Hand online focus more in building consumer trust from security and personal information.
7. CONCLUSIONS AND IMPLICATIONS

In the previous chapter, we compared and analyzed the data, which gathered from two companies with theory. In this chapter we are drawing the conclusion of research questions. In the end of chapter, we also provide implication for management and theory and finally suggestion for further research will be given.

7.1 Conclusion

To understand the consumer trust in B2C companies, the companies needed to understand what are customers needed on the Internet. This could be also involved with many factors that concern from the theories and there could also include the customer point of view. From the empirical information, we found that all companies generally do the same way in building consumer trust even though their business are in different industry. To initiate themselves unique than their competitors, they included several features in building consumer trust. Despite this, the understanding of the consumer trust management in online B2C business is the main success factors of building consumer trust in website. We can therefore say that, our investigation revealed that most of theory that we had at the literature review agree with, what we gathered from the practitioners.

In this study, the main purpose was to bring better understanding of consumer trust management in Thailand online B2C business. In order to fulfill the purpose of this study two questions were proposed and were answered as follows:

How can these elements, namely Transference, Reputation, Familiarity, Attitude, Risk, Cooperation and Transparency, in Egger’s trust model be applied to trust strategy of B2C companies in Thailand?

From the analyzed data, it was clear that companies were really concern about consumer trust in electronic environment and they were attempting to develop good website to satisfy customer. In the elements of Trust model, we found that companies used Transference, Reputation, Attitude, Risk and Transparency worked as the main theme in developing consumer trust. The rest of remain elements, which are Familiarity and Cooperation, companies used it to take advantage to themselves in online environment and differentiate themselves against the competitors. Since, we realized that companies were fairly new in online business; they had no such other strategy to benefit them from others. In part of handling consumer trust by encouraged customers gave information, companies encouraged customers to provide information instead of forcing customers. In this way, it benefited both customers and companies because companies let customer decide, which kinds of information they would like to provide to companies. In the same way of companies gain more trust from customer. To build consumer trust in online, B2C companies presented their website in professional attitude by provided simple and clear context of detail. Their websites also clearly stated about how companies dealt with information, delivery terms, frequently ask question, guarantee, order process, how to contact with companies and offered various alternatives transaction process to customers. Moreover, we felt that company’s business and objective influenced way of companies building consumer...
trust in online environment. If companies have a good reputation background and sell decent products with reasonable price, it will be easy for customer to make purchasing decision and reveal personal information.

**How can Egger’s trust model be further developed and applied to B2C companies in Thailand for creating more efficiency?**

Concerning the empirical data received from the second research question we can answered the conclusion that all companies had responded very well with all theory stated, however, there were few methods that they differently used in order to position themselves with their business. To summarize the efficient way of building consumer trusts in B2C, it was clear to see that company’s website should be informative instead of demanded personal data from customers. Moreover, companies attempted to do these because customers are considered as individuals, who approach the companies for purchasing. So customers basically wanted to experience all the information by themselves and were not demanded to view overload of information such as the unsolicited mail. We realized that companies build long run relationship and consumer trust by letting customer setting their own pace and control of access website, provide enough contact, quick response, quality of help and after sales service can generate customer’s satisfaction toward companies. Moreover, it is also clear that companies build consumer trust without providing some kind of personal touch, human contact or consultant problem through online environment. In any matter, we felt that offline companies and online companies should be well cooperated in order to solve customer problem and build consumer trust. In addition, companies are also concerned about customer target group. Since young age customers only require clearly term and agreement with business, while older age customers requires all of the elements to be fulfill.

In summary, all companies had the following as part of applied to trust strategy of their online B2C companies:

- Transference
- Reputation
- Familiarity
- Attitude
- Risk
- Cooperation
- Transparency

Moreover, all the companies were also further developed and applied more efficient trust strategy to their online B2C companies by using:

- Provide mean of contact
- Responsiveness
- Quality of help
- Personal touch
- Customer control
- Fulfillment
Finally, when we talk about overall research purpose (to bring deeper understanding of consumer trust management in Thailand online B2C business), We found that the main objective, which is the overall research purpose of this study had been achieved and Thailand B2C companies, which were in different industry were good examples for this study because all of them provided the relevant and sufficient answers to research questions and evaluated the theory against practice.

7.3 Implication

The conclusion, which we had summarized in previous section bring us to some further implication in our research area. Our finding may be useful for Thailand B2C companies interested in how to establish consumer trust in their E-environment.

7.3.1 Implication for Management

Throughout our reading and search for relevant theories for this study, we realized that there have been some previous studies on consumer trust in online B2C company in Thailand. We carefully examined the trust strategy and analyzed together in order to discover whether that companies have similar or different activities as mention in theory. However, we also suggested on the basis of the finding in theory that

Our recommendation

In the study, we found that companies did not use registration of nearby address. So we believe that it would be an effective way to increase traffic contact to potential customer. Since new customer often make guess on possible name direct on the offline address and fill in the browser. Having several addresses will also reduce risk of losing customer to competitor in similar name and provide the professional image in efficiency technology to customer.

We recommended that companies should provide transference through television, if they have adequate financial services. Television is an excellent third party for building consumer trust and creating awareness. The reach of television is unbeatable and short commercial will surely be an advantage than advertising in print. Moreover, companies should consider target group of customer and combine television with other source of transference such as magazine or newspaper.

Our third recommendation in B2C website is key word tools. Although it is not popular to use because some website does not contain many information, but it provide the great opportunity for visitor to immediately discover information they want to view on website.

Our last recommendation, we realized that companies should building partnership with other website, which are selling the relevant product in order to attract the
right kinds of audience. However, companies should carefully evaluate their partner in order to avoid the damaged of the brand image.

7.3.2 Implications for Theory

As we realized that Thailand online B2C business has recently become popular and there had been few studies conducted on consumer trust in Thailand online B2C. We are trying to explain and answer the question how B2C company using trust strategy develop consumer trust in their online environment, how B2C company further uses it in efficiency way and then give the finding and draw the conclusion. This thesis contribution to theory is based on empirical data of information from two Thais B2C companies, which provide online service in Thailand. Because our study’s main focus on using general elements of building consumer trust in online environment, so there are still large amount of issue, which can be discussed and studied in more details. At last, we hope that the conclusion in this study could provide the reference thinking to further studies similar or familiar topic in Thailand.

7.3.3 Recommendations for further Research

Online consumer trust is not a new discussion but Thailand B2C online consumer trust is a new topic and it contain with many issue. There are a lot of new discussions about online consumer trust every year, which requires exploring in various perspectives. Since this study is based on company perspective, which is limited to the study. However, studying other countries can do an additional area of future research and then do comparison between developed countries and developing countries. This would provide new information of how important roles of consumer trust in online sectors of developing countries. So due to our experience, we suggested some additional topics can be as further research.

- Select company, which sells different online product on the same study
- Discuss the similarities and dissimilarities between them with previous study.
- Future studies focus on the customer perspective and how they perceived quality trust from company.
- Compare the B2C Thailand online website with the other B2C online website with other countries such as Sweden, Germany and UK.
- The B2C designers should develop secure and interface websites that provide concise and clear information about the products and services to the online customer.
- Online B2C must invent some new kinds of trust strategy in order for generating more customers’ trust.
- B2C Company should have more efficient and effective feedback complaint management services in their website.
LIST OF REFERENCES


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Miss Bussarin Pongvittayapanu, website consultant, Thai2Hand (2005, February 11).
INTERVIEW GUIDE (ENGLISH VERSION)

COMPANY INFORMATION

Company name: ……………………………………………………………………………………

Name and position of the respondent: ……………………………………………………

Number of employees: ………………………………………………………………………

Year of company establishment: …………………………………………………………….

Product: ………………………………………………………………………………………..

Year of Web site establishment: …………………………………………………………….

RQ 1. How these elements namely transference, reputation, familiarity, attitude, risk, cooperation and transparency in the trust model can be applied to trust strategy of B2C Company?

Transference

How do you promote your website?

Offline (business card, letterheads, brochures, advertisements, invoices, radio, TV, etc.?)

Online (Links, affiliate programs, Banner ads, search engines, Web directories and guides, and etc.)

Is your site contains link to partner site or related website?

- Same branch
- Same cooperation
- Same related in product

Reputation

Do you believe that company’s reputation can influence consumer’s trust toward company’s website?

- Purchasing behavior
- Purchasing decision
- Information provider

How do you strength your company name?
Familiarity

How do your manage the website become familiarity to customer?

- Up to date information
- Possible to download with many kinds of browser
- Own domain
- Type of product, which sell online (same brand different type of product or different brand same type of product)

How do you build the effectiveness in your Web site?

- Receive traffic report from ISP
- Create your own Traffic reports
- Traffic navigation and Design

How do you analyze the effectiveness on your Web site?

- Provide number of hit
- Number of visit compare to hit
- Sale generated from the Web site compare to visit, etc.

Attitude

How do you establish the customer’s first impression in your website?

- Background
- Text
- Type face, Fonts

How do you establish professional image in website?

- Company’s Philosophy, Objective
- Company website purpose
- Company Slogan
- Company Logo

Risk

How do your reduce risk in the Web site?

- Warranty
- Return Policy
- Paying process
- Paying method
- Third Party involve
- Site security encryption
- Sample of product
Cooperation

What kinds of cooperation that you put into the website?
- Customer service
- Company guarantee

Transparency

How company make all the information in website become clear to customer?
- Purpose of obtain customer information
- Business Policy

RQ 2. How can trust model be further developed and applied to B2C companies for more efficient?

Provide mean of contact

What kinds of contact do you provide to consumer to communicate with company?

Offline (Telephone, Fax, Mail, Telegraph)
Online (e-mail, voice chat, SMS, MMS)

Be responsiveness

How fast do you manage the questions that received from customer?
- Use automatic response
- Live chat
- Other possible type of contact on website

Quality of help

Which kinds of help do you provide customer on the website
- Search tool
- Web site tour
- Registration guideline
- FAQ

Personal touch

How do you create personal touch in your website?
- Provide picture
- User friendly text
Customer control

How do you make your customer feel that they control on their information?

- Cookies
  - Personal page
  - Username and password

Fulfillment

How do you fulfill customer need in your website?

- The technology supporting transaction process
- Website interface

After sale

- Order confirmation
- Order delivery promise
- Customer service
- Maintain customer
INTERVIEW GUIDE การสอบถามภาษี (รูปแบบภาษาอังกฤษ)

ข้อมูลบริษัท

ชื่อบริษัท.............................................................................................................................................
ชื่อและตำแหน่งของผู้ที่มีที่อยู่.................................................................
จำนวนของสินค้า................................................................
ปีของบริษัทที่เริ่มทำการ.........................................................
สินค้า.............................................................................................................................................
ปีที่เว็บไซต์เริ่มทำการ.........................................................

1. เครื่องมือวามตรับฐานเจ็ดแบบในรูปแบบความไว้วางใจ โดยอีเกต สามารถประยุกต์กับกลุ่มของบริษัทแบบธุรกิจสู่กลุ่มสื่อ

การโฆษณา

คุณสามารถโฆษณาประชาสัมพันธ์เว็บไซต์ของบริษัทดีอย่างไร?
- ออนไลน์ (นามบัตร. จดหมาย. แผ่นพับ. โฆษณา. ใบแสดงสินค้า. วิทยุ. ทีวี)
- ออนไลน์ (เชื่อม. การเข้าร่วมโปรแกรม. สัญญาลักษณ์การโฆษณา.เครื่องมือช่วยหา. การแนะนำเว็บไซต์และแนวทาง)

เว็บไซต์ของคุณได้บรรจุเว็บสัมพันธ์ของบริษัทหรือเว็บไซต์ที่เกี่ยวข้องด้วยหรือไม่?
- แขนงเดียวกัน
- ร่วมมือเหมือนกัน
- สินค้าสัมพันธ์ของกลุ่ม

ข้อมูลสื่อ

คุณข้อมูลสื่อใด ๆ ข้อมูลของบริษัทสามารถมีอิทธิพลต่อสินค้าได้ในด้านความเชื่อใจในบริษัทหรือไม่?
- พฤติกรรมการสั่งซื้อ
- พฤติกรรมการตัดสินใจ
- ข้อมูลที่มีค่าต่อปี

จุดแข็งของข้อมูลบริษัทของคุณ?

ความคุณภาพ

คุณที่มีอย่างไรที่จะจัดการเว็บไซต์ให้เป็นที่กลุ่มต้องกลมกัน
- ข้อมูลที่มีคุณภาพ
- ความเป็นไปได้ที่จะมีสินค้าใหม่ โดยเครื่องมือซับความหมาย
- เป็นเจ้าของโดเมนเอง
- ชนิดของสินค้าซึ่งขายออนไลน์ (ยี่ห้อเดียวกันแต่ต่างชนิดของสินค้าหรือต่างยี่ห้อเดียวกันแต่ชนิดสินค้าเหมือนกัน)

คุณสามารถสร้างคุณภาพในเวปไซด์ของคุณได้อย่างไร?
- รับรายงานการขายจากไอเอสพี
- สร้างรายงานการค้าของคุณเอง
- ช่องทางการทำการค้าและการออกแบบ

คุณสามารถวิเคราะห์คุณภาพของเวปไซด์ของคุณได้อย่างไร?
- จัดเตรียมจำนวนของลูกค้า
- จำนวนของผู้เข้าชมเปรียบเทียบลิสต์
- ยอดขายจากเวปไซด์เปรียบเทียบกับยอดผู้เข้าชม

ทักษะ
คุณทำอย่างไรให้ลูกค้าประทับใจแรกเห็นในเวปไซด์ของคุณ?
- ภาพหลัง
- อักษร
- ชนิดของหน้าจอ, รูปแบบ

คุณสามารถติดตั้งรูปภาพระดับมืออาชีพในเวปไซด์ได้อย่างไร?
- ปรับฐานบริษัท, วัตถุประสงค์
- จุดมุ่งหมายของเวปไซด์บริษัท
- คำว่าบัญญัติบริษัท
- ตราของบริษัท

ความเสี่ยง
คุณทำอย่างไรในการลดความเสี่ยงในเวปไซด์?
- การรับประกัน
- นโยบายย้อนกลับ
- กระบวนการจ่ายเงิน
- กลุ่มที่มีเกี่ยวข้อง
- ระบบการป้องกันภายในเวปไซด์
- ตัวอย่างสินค้า

การร่วมมือ
การร่วมมือชนิดใดที่คุณเพิ่มไปในเวปไซด์?
- การบริการลูกค้า
- การรับประกันของบริษัท

นโยบายการรับประกัน
บริษัททำอย่างไรในการข้อมูลที่มีผลต่อการจัดส่งของบริษัทลูกค้า?

2. ทำอย่างไรที่ บุคคลที่มีบัตร ผลการรูปแบบความเชื่อมั่นให้มีประสิทธิภาพมากขึ้น
จัดเตรียมความหมายของการติดต่อ?

การติดต่อแบบไหนที่คุณจัดเตรียมให้กับลูกค้าเพื่อจะสื่อสารกับบริษัท?
ออฟไลน์ (โทรศัพท์, โทรสาร, จดหมาย, โทรเลข)
ออนไลน์ (อี-จดหมาย, เสียงคุย, ส่งข้อความ)

การตอบรับ
เร็วแค่ไหนที่คุณสามารถจัดการกับคำถามที่ลูกค้าได้รับ?
- ใช้เครื่องตอบรับอัตโนมัติ
- ด่วน
- ความเป็นไปได้ในความที่คุณติดต่อในเวปไซต์

คุณภาพในความช่วยเหลือ
- เครื่องมือช่วย
- เว็ปไซต์ที่มี
- การแนะนำการลงทะเบียน
- ติดตามที่มี

ส่วนผู้พัฒนา
- คุณสามารถสร้างส่วนผู้พัฒนาในเวปไซต์ของคุณได้อย่างไร?
- จัดเตรียมรูปภาพ
- ใช้อัลกอนที่มี

การควบคุมของลูกค้า
คุณทำอย่างไรให้ลูกค้ารู้ว่าสามารถควบคุมข้อมูลเหล่านั้นได้?
- คุกกี้
- หน้าส่วนตัว
- ข้อตกลงและเงื่อนไข
การเติมเต็ม

คุณสามารถเติมเต็มความต้องการของลูกค้าในเว็บไซต์ของคุณได้อย่างไร?
- เทคโนโลยีที่สนับสนุนการปฏิบัติการในกระบวนการ
- เว็บไซต์ส่วนหน้า

หลังการขาย
- การยืนยันการส่ง
- การให้ข้อมูลในการส่งหลังจากส่งซื้อ
- สนับสนุนลูกค้า