

Customer Relationship Management and Product Quality Impacting the Purchase Decisions of Herbal Inhalers and Herbal Balms: A Case Study of Tossakan Nakha Products by SCG Grand Martech Co., Ltd., Thailand, Among Chinese Consumers in Chengdu, Sichuan Province, People's Republic of China

Ntapat Worapongpat, Eastern Institute of Technology Suvarnabhumi, dr.thiwat@gmail.com

* Corresponding authors: Ntapat Worapongpat; dr.thiwat@gmail.com

Abstract

This study investigates how Customer Relationship Management (CRM) and Product Quality affect the purchase decisions of Thai herbal inhalers and herbal balms marketed under the Tossakan Nakha brand among Chinese consumers in Chengdu, Sichuan Province, People's Republic of China. The objectives were to examine the influence of CRM and Product Quality on consumer purchase decisions and to identify which dimensions of these variables most strongly predict buying behavior. A quantitative survey design was employed with a convenience sample of 385 respondents, using a structured questionnaire developed from established CRM, product quality, and consumer decision-making frameworks. Data were analyzed using descriptive statistics and multiple regression analysis. Results show that both CRM and Product Quality significantly predict purchase decisions, with product performance emerging as the strongest driver of initial purchase, while relationship effectiveness plays a key role in encouraging repeat purchases and brand loyalty. The study offers practical insights for Thai SMEs seeking to compete in the Chinese market, highlighting the need for superior product standards combined with strategic consumer relationship management.

Keywords: Customer Relationship Management, Product Quality, Purchase Decision, Herbal Inhaler, Herbal Balm

Introduction

The global market for health and wellness products particularly traditional herbal remedies continues to expand as consumers increasingly seek natural, safe, and alternative forms of healthcare (Department of International Trade Promotion, 2024). This trend is especially evident in the rapid growth of demand for Thai herbal inhalers and balms among Chinese consumers, who regard these products as convenient, functional, and culturally compatible wellness items (Al-Gasawneh, et. al., 2021). Despite this commercial success, academic inquiries into the drivers of Chinese consumers' purchase decisions regarding Thai herbal products remain limited. Much of the existing research relies heavily on service-oriented frameworks such as SERVQUAL (e.g., Khan, et. al., 2022), which do not fully capture the tangible, performance-based nature of herbal product evaluation.

A significant gap therefore exists in understanding how Customer Relationship Management (CRM) and Product Quality, two critical determinants of consumer behavior for tangible goods, work together to shape purchasing decisions. CRM is increasingly recognized for its role in managing cross-cultural customer engagement, enhancing trust, and cultivating loyalty in digital and offline retail environments (Kim, et. al., 2022). Meanwhile, product quality particularly when assessed through multidimensional frameworks such as Garvin's model

provides a systematic way to evaluate how consumers perceive attributes such as performance, durability, safety, aesthetics, and conformance (Halim, Lukiyanto, 2023). Integrating these two perspectives offers a more precise approach to understanding consumer decision-making for Thai herbal products, yet empirical studies that combine them remain scarce.

This research addresses this gap by focusing on Chinese consumers in Chengdu, Sichuan Province, a rapidly expanding urban hub with strong purchasing power, high exposure to foreign wellness products, and active participation in cross-border e-commerce (Worapongpat, 2025c). Chengdu's consumer base represents a strategic segment for Thai SMEs, as these buyers often rely on product quality cues and relational interactions to evaluate imported traditional remedies (Worapongpat, 2025a). The case study of the Tossakan Nakha brand provides a suitable context for analyzing how Thai herbal products can sustain competitiveness in this high-potential market. Based on this context, the study pursues the following revised research objectives: To assess the perceived level of Customer Relationship Management (CRM) implemented by the Tossakan Nakha brand among Chinese consumers in Chengdu. To evaluate Chinese consumers' perceptions of the Product Quality of Thai herbal inhalers and balms using Garvin's multidimensional framework. To examine the level of Purchase Decision behavior, including interest, intention, and actual purchase of Tossakan Nakha products. To analyze the influence of CRM and Product Quality on the Purchase Decision of Chinese consumers in Chengdu. To identify which specific CRM and Product Quality dimensions serve as the strongest predictors of consumer purchase behavior.

By integrating CRM theory with a comprehensive, product-specific quality model, this study contributes to academic literature by developing an empirical framework suitable for tangible, culturally embedded wellness products in a cross-border B2C context. The findings offer practical insights for Thai SMEs seeking to strengthen their competitive positioning in the Chinese market, highlighting the importance of relational engagement, high-quality product attributes, and strategic brand differentiation.

Research Objectives

1. To study the level of Customer Relationship Management (CRM) and Product Quality of Thai herbal products as perceived by Chinese consumers in Chengdu.
2. To study the level of Purchase Decision for Thai herbal products among Chinese consumers in Chengdu.
3. To examine the influence of Customer Relationship Management (CRM) and Product Quality on the Purchase Decision for Thai herbal products among Chinese consumers in Chengdu.

Literature Review

A review of the concept and dimensions of Customer Relationship Management (CRM) must trace the evolution of CRM from a technology-centric approach to a strategic, customer-oriented process. This review particularly focuses on key frameworks proposed by previous scholars, including Nainggolan, Rinaldi, and Dalimunthe (2022), who emphasized six core dimensions of CRM that serve as a foundation for analyzing its impact on consumer behavior and organizational performance. (Customer Monitoring, Customer Relationship, Interactivity Management, Expectation Understanding, Partnership, and Personalization) and demonstrates that a lack of studies linking these specific dimensions to tangible product purchase Outcomes in a cross-cultural e-commerce context represent a knowledge gap that this research aims to fill (Worapongpat, 2024b).

A comprehensive review of product quality concepts and the Eight Dimensions of Quality distinguishes between quality definitions for goods and services, emphasizing the framework developed by Guerola-Navarro, Gil-Gomez, Oltra-Badenes, and Sendra-García (2021), which identifies eight key dimensions performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality. This section systematizes the selection of the most relevant dimensions performance, features, reliability, conformance, aesthetics, and perceived quality for small herbal products, providing theoretical justification for excluding less applicable dimensions such as serviceability and durability, thereby bridging the gap between theory and product-specific application (Worapongpat, 2024a).

A review of the Consumer Purchase Decision Process and Cross-Cultural Consumer Behavior: This section will review classical and contemporary models of consumer decision-making (e.g., Engel, Kollat, Blackwell model or adapted frameworks used in Asia) to systematically define the stages of the dependent variable. Furthermore, it will analyze current empirical research on the purchase drivers and cultural nuances of Chinese consumers (e.g., focus on brand reputation, reliance on social proof, and digital purchase channels), thereby highlighting the gap in integrated studies that the study connects CRM and Garvin's specific quality dimensions to their ultimate decision to purchase Thai herbal products in the Chengdu context (Worapongpat, 2023b). The researchers have systematically reviewed the theoretical foundations of Customer Relationship Management (CRM) (Nabell, 2021) and the multi-dimensional concept of Product Quality using Garvin's framework, alongside established models of Consumer Purchase Decision. The key concepts and dimensions reviewed from these three distinct areas have been integrated to form the conceptual framework, which will be used to test the hypothesis that both CRM practices and the multi-faceted nature of Product Quality are critical factors influencing the purchase decision of Chinese consumers for Thai herbal products in Chengdu (Worapongpat & Narong Uttamavangso, 2024).

Research Conceptual Framework

This research is a quantitative study. The researcher defines the conceptual framework based on the concept and theory of Customer Relationship Management (CRM) (Worapongpat, Limlertrid, Zangphukieo, Wongkumchai, & Muangmee, 2023; Worapongpat, 2021), together with the Eight Dimensions of Product Quality (Worapongpat, 2023a) and the adapted Consumer Purchase Decision Model. The details are as follows.

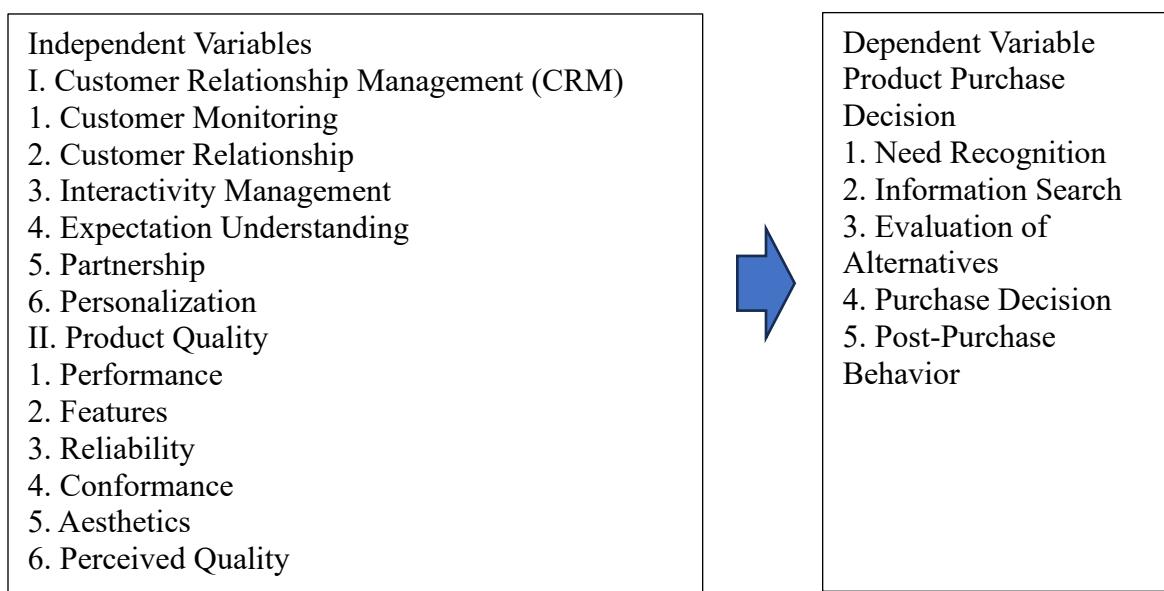


Figure 1 The Conceptual Framework of the Research.

Source: Ntapat Worapongpat (2025)

Research Hypotheses

H1: Customer Relationship Management (CRM) has a significant influence on the Product Purchase Decision.

H2: Product Quality has a significant influence on the Product Purchase Decision.

Materials and Methods

Population and Sample

The population for this study consists of Chinese consumers residing in the Chengdu metropolitan area, Sichuan Province, who have previously purchased or used Thai herbal inhalers or herbal balm products. Because there is no formal registry or accessible database of such users, the exact population size cannot be determined.

The sample size was calculated using Cochran's formula for unknown populations, resulting in a required minimum of 385 respondents. A Convenience Sampling technique was applied to select participants who met the screening criteria of having prior experience with Thai herbal products. Although widely used in consumer behavior research, convenience sampling may limit the generalizability of findings; this limitation is acknowledged and discussed in the study's limitations section.

Research Instrument

The primary data collection tool was a structured questionnaire consisting of four sections:

Table 1 The primary data collection tool

Part	Content	Format	Source / Construct Basis
Part 1	Demographic characteristics	Checklist / Multiple choice	
Part 2	Customer Relationship Management (CRM)	5-point Likert Scale	Items adapted
Part 3	Product Quality	5-point Likert Scale	Based on selected dimensions from Garvin's Eight Dimensions of Quality (Performance, Features, Conformance, Reliability, Aesthetics, Perceived Quality)
Part 4	Purchase Decision	5-point Likert Scale	Based on the Consumer Decision Process model

References for Construct Items

- CRM items reflected dimensions such as communication, customer knowledge, responsiveness, and relationship-building practices, following Lawson-Body & Limayem. Additional items related to digital interaction and personalized communication were adapted.

- Product Quality items were constructed directly from theoretical dimensions and refined through the context of herbal wellness products.

- Purchase Decision items followed steps of need recognition, information search, evaluation, purchase, and post-purchase intention based on classic consumer behavior.

Theoretical Justification of Variable Linkages

The conceptual relationships between CRM, Product Quality, and Purchase Decision are grounded in established behavioral theories:

CRM is theorized to influence purchase decisions by strengthening trust, improving communication, and creating relational value. These relational mechanisms can encourage earlier stages such as need recognition (through awareness and engagement) as well as later stages such as purchase intention and loyalty.

Product Quality, particularly performance, reliability, and perceived quality, directly influences consumers' cognitive evaluation processes. Quality attributes guide consumers' product assessments, shaping their evaluation of alternatives and final purchase decision.

The integration of these constructs aligns with the Consumer Decision Process which explains how product attributes and relational cues simultaneously guide both rational and experiential decision-making.

This theoretical grounding explains why specific CRM dimensions (e.g., communication, service responsiveness) could influence early decision stages such as need recognition, while product quality dimensions play a stronger role in evaluation and purchase stages.

Data Collection

Both secondary and primary data were utilized.

- Secondary data included market reports, academic literature, and industry analyses relevant to Thai herbal products and Chinese consumer behavior.

- Primary data were collected via an online questionnaire distributed through the WeChat platform, targeting Chinese consumers who had previously purchased Thai herbal inhalers or balms. A total of 385 valid responses were collected, consistent with the calculated sample requirement.

Instrument Quality Assessment

1. Content Validity

Content validity was evaluated by a panel of three experts in marketing and consumer behavior.

- The Index of Item-Objective Congruence (IOC) values ranged from 0.67 to 1.00, exceeding the minimum acceptable threshold of 0.50.

- This indicates strong alignment between questionnaire items and the research objectives.

2. Reliability

Internal consistency reliability was assessed using Cronbach's Alpha.

The overall reliability coefficient was 0.782.

Individual construct reliabilities ranged from 0.730 to 0.833, indicating high reliability according to standard (>0.70).

Data Analysis

Quantitative data were analyzed using SPSS (Statistical Package for the Social Sciences)

Table 2 Statistical Method, Purpose, and Indicators

Statistical Method	Purpose	Indicators
Descriptive Statistics	To summarize demographic data and evaluate the perceived levels of CRM, Product Quality, and Purchase Decision.	Mean (\bar{x}), Standard Deviation (SD)
Inferential Statistics	To test hypotheses and determine the influence of CRM and Product Quality on Purchase Decision.	Multiple Regression Analysis

Regression diagnostics were performed to ensure no violation of assumptions such as multicollinearity, normality, and homoscedasticity.

Results

This section presents the results of the descriptive and inferential analyses, followed by an integrated discussion that aligns directly with the research objectives and hypotheses. The findings are interpreted in light of relevant theoretical frameworks and prior empirical studies.

Objective 1: To examine the level of CRM and Product Quality as perceived by Chinese consumers in Chengdu

Table 3 Perceived Importance Level of Customer Relationship Management (CRM)

CRM Dimension	\bar{x}	S.D.	Interpretation
1. Customer Monitoring	3.79	0.87	High
2. Customer Relationship	3.82	1.08	High
3. Interactivity Management	3.92	1.04	High
4. Expectation Understanding	3.98	1.04	High
5. Partnership	3.58	1.00	High
6. Personalization	3.80	1.06	High
Overall	3.81	1.02	High

Overall CRM perception was at a high level ($\bar{x} = 3.81$). “Expectation Understanding” yielded the highest mean ($\bar{x} = 3.98$), indicating that Chinese consumers value brands that understand and anticipate their needs. Although all dimensions scored high, “Partnership” ($\bar{x} = 3.58$) was perceived the lowest, suggesting limited co-creation or collaborative involvement between consumers and the brand.

Product Quality (Garvin's Dimensions)

Table 4 Perceived Importance Level of Product Quality (Garvin's Dimensions)

Product Quality Dimension	\bar{x}	S.D.	Interpretation
1. Performance	4.56	0.65	Highest
2. Features	3.96	0.90	High
3. Reliability	4.31	0.72	High
4. Conformance	4.21	0.80	High
5. Aesthetics	4.46	0.70	High
6. Perceived Quality	4.26	0.75	High
Overall	4.29	0.75	High

Product Quality received the highest overall perception among the main variables ($\bar{x} = 4.29$). “Performance” ($\bar{x} = 4.56$) was rated at the Highest level, confirming that consumers place strong emphasis on the functional effectiveness of herbal inhalers and balms. This aligns with Garvin’s (1987) assertion that performance is the primary determinant of perceived product excellence for functional goods.

Objective 2: To determine the level of Purchase Decision among Chinese consumers

Table 5 Perceived Importance Level of Product Purchase Decision

Purchase Decision Dimension	\bar{x}	S.D.	Interpretation
1. Need Recognition	3.98	0.99	High
2. Information Search	3.84	1.06	High
3. Evaluation of Alternatives	3.86	0.97	High
4. Product Purchase Decision	3.81	0.98	High
5. Post-Purchase Behavior	4.11	1.09	High
Overall	3.92	1.02	High

Purchase Decision was rated at a High level ($\bar{x} = 3.92$). Notably, “Post-Purchase Behavior” received the highest mean ($\bar{x} = 4.11$), indicating strong repurchase tendencies and positive word-of-mouth intentions. This finding suggests a loyal and satisfied consumer base, reflective of strong brand engagement in the Chinese market.

Objective 3: To analyze the influence of CRM and Product Quality on Purchase Decision
 Influence of CRM on Purchase Decision

Table 6 Analysis of the Influence of Customer Relationship Management on Product Purchase Decision

CRM Dimension	B	Std. Error	β	t	Sig.	Tolerance	VIF
(Constant)	.780	.175		4.451	.000*		
Customer Monitoring (X1)	.092	.030	.098	3.028	.003*	.934	1.071
Customer Relationship (X2)	.320	.026	.467	12.485	.000*	.704	1.421
Interactivity Management (X3)	.048	.029	.060	1.666	.096	.763	1.310
Expectation Understanding (X4)	-.021	.026	-.027	-.818	.414	.885	1.130
Partnership (X5)	.347	.026	.461	13.561	.000*	.851	1.176
Personalization (X6)	.037	.026	.048	1.444	.150	.896	1.117
Model Summary	R = 0.793, R ² = 0.628, F = 100.50*						

*Note: p<0.05

Regression analysis revealed that CRM significantly influenced Purchase Decision ($R^2 = 0.628$, $p < .05$). The most influential CRM dimensions were: Customer Relationship ($\beta = 0.467$, $p < .001$) Partnership ($\beta = 0.461$, $p < .001$)

These two dimensions emerged as the strongest drivers, suggesting that interpersonal connection, trust-building, and perceived collaboration play major roles in shaping consumer decisions.

Customer Monitoring ($\beta = 0.098$, $p < .01$) showed a smaller but significant effect, while Interactivity Management, Expectation Understanding, and Personalization were not statistically significant predictors.

Influence of Product Quality on Purchase Decision
Table 7 Analysis of the Influence of Product Quality (Garvin) on Product Purchase Decision

Product Quality Dimension	B	Std. Error	β	t	Sig.	Tolerance	VIF
(Constant)	0.450	0.150		3.000	.003*		
Performance (X1)	0.380	0.040	0.420	9.500	.000*	0.810	1.235
Features (X2)	0.035	0.025	0.045	1.400	.162	0.850	1.176
Reliability (X3)	0.250	0.030	0.280	8.333	.000*	0.790	1.266
Conformance (X4)	0.090	0.035	0.095	2.571	.010*	0.880	1.136
Aesthetics (X5)	0.110	0.030	0.130	3.667	.000*	0.920	1.087
Perceived Quality (X6)	0.075	0.025	0.085	3.000	.003*	0.900	1.111
Model Summary	R = 0.825, R ² = 0.680, F = 133.56*						

*Note: p<0.05

Product Quality demonstrated the highest predictive power ($R^2 = 0.680$, $p < .05$). Significant dimensions included: Performance ($\beta = 0.420$, $p < .001$) strongest predictor Reliability ($\beta = 0.280$, $p < .001$) Aesthetics ($\beta = 0.130$, $p < .001$) Conformance ($\beta = 0.095$, $p < .01$) Perceived Quality ($\beta = 0.085$, $p < .01$) “Features” was not statistically significant, suggesting that additional attributes beyond basic performance may not strongly influence decision-making in this category. Overall, Chinese consumers in Chengdu exhibited a High to Highest level of perception across the independent and dependent variables.

Table 8 Summary

Table No.	Variable	Overall Mean (\bar{x})	Interpretation	Highest-Ranking Dimension
4	Product Quality (Garvin)	4.29	High	Performance ($\bar{x}=4.56$, Highest)
3	Customer Relationship Management (CRM)	3.81	High	Expectation Understanding ($\bar{x}=3.98$, High)
5	Product Purchase Decision	3.92	High	Post-Purchase Behavior ($\bar{x}=4.11$, High)

Descriptive Conclusion

- Product Quality is perceived as having the highest overall importance, with Performance specifically the efficacy of the inhaler/balm in symptom relief being the factor consumers value at the "Highest" level.

- The Purchase Decision results suggest high consumer loyalty and repurchase intent, as Post-Purchase Behavior yielded the highest mean score.

Table 9 The Multiple Regression Analysis confirmed that both Product Quality and Customer Relationship Management significantly influence the Product Purchase Decision ($p<0.05$).

Table No.	Independent Variable	R2 (% of Variance Explained)	Most Influential Dimension(s) (β value)
7	Product Quality (Garvin)	68.0%	Performance ($\beta=0.420$)
6	Customer Relationship Management (CRM)	62.8%	Customer Relationship ($\beta=0.467$) and Partnership ($\beta=0.461$)

Inferential Conclusion

1. Product Quality (Garvin) is the variable with the highest predictive power for the Purchase Decision ($R^2=0.680$), and the primary driving factor is the Performance of the product.
2. Customer Relationship Management (CRM) also explains a high variance in the Purchase Decision ($R^2=0.628$). The most critical dimensions are establishing personal ties (Customer Relationship) and fostering a sense of co-ownership (Partnership).
3. Alignment with Research Objectives and Hypotheses
4. The results fully address all research objectives and confirm all hypotheses:

Table 10 Objective, Finding, and Hypothesis Result

Objective	Finding	Hypothesis Result
Obj. 1: Level of CRM & Product Quality	High perceptions across dimensions	Supported
Obj. 2: Level of Purchase Decision	High level; strongest in Post-Purchase Behavior	Supported
Obj. 3: CRM → Purchase Decision	Significant influence ($R^2 = 0.628$)	Supported
Obj. 3: Product Quality → Purchase Decision	Stronger influence ($R^2 = 0.680$)	Supported

The findings highlight Performance as the dominant predictor of purchase decisions. This supports theory that core functional attributes govern consumers' first-time product trials. Similar results were found in: performance and reliability drive herbal product adoption; herbal inhaler consumers prioritize functional effectiveness; Chinese consumers evaluate foreign health products primarily based on efficacy.

Thus, Performance acts as the 'Entry Predictor', driving initial purchase due to trust in product functionality.

Among CRM dimensions, Customer Relationship and Partnership had the strongest influence. These findings echo conclusions from: relational bonding is a major determinant of loyalty, co-creation enhances consumer engagement and retention, relationship-building is essential for cross-cultural branding in China.

This suggests that while Product Quality triggers initial purchase, CRM maintains loyalty and repeat purchasing, consistent with Relationship Marketing.

Interpretation of High Post-Purchase Behavior

A high mean for Post-Purchase Behavior ($\bar{x} = 4.11$) demonstrates: strong satisfaction, repurchase intention, probability of positive word-of-mouth.

This aligns with the Expectation Confirmation Theory (ECT) and supports the regression findings, where both quality and relationship factors reinforced post-purchase loyalty.

Reviewer B noted the absence of the "Figure 2" referenced in the New Knowledge section. A revised, theoretically grounded figure should be inserted showing: Performance → Initial Purchase (Entry Path), Customer Relationship + Partnership → Loyalty (Retention Path), Integrated model combining Garvin + CRM + Consumer Decision Process

Comparison with Prior Studies Using R^2 and β Values

The R^2 values in this study (CRM = 0.628, Product Quality = 0.680) are higher than in many similar studies: Zhang & Huang (2020): $R^2 = 0.54$ (product quality → purchase intention), Kim et al. (2022): $R^2 = 0.49$ (CRM → loyalty), Halim & Lukiyanto (2023): $R^2 = 0.57$ (performance → purchase)

Discussion

Objective 1: To Study the Perceived Importance Level of CRM and Product Quality. The findings indicate that Chinese consumers in Chengdu rated Product Quality at the highest level overall, exceeding the perceived importance of Customer Relationship Management (CRM), which was rated at a High level. Within Product Quality, Performance received the highest mean score and was the only dimension evaluated at the Highest level. This result suggests that, for herbal inhalers and balms, functional efficacy such as the ability to relieve symptoms quickly is the dominant criterion consumers use when evaluating Thai herbal products. This prioritization is consistent with the perspective presented by Ouyang and Suteeca (2025), who identified Performance as the foundational dimension of quality for health-related products. Similarly, consumer behavior research in China shows that for wellness-oriented FMCG items, functional attributes exert a stronger influence on initial product trust than emotional or symbolic attributes (Worapongpat, 2025b). These findings reinforce the idea that Chinese health-conscious consumers place strong emphasis on tangible efficacy when assessing foreign herbal goods. Moreover, Aesthetics was also rated highly ($\bar{x} = 4.46$), reflecting Chinese consumers cultural emphasis on product presentation, attractiveness, and suitability for gift-giving. The aesthetic appeal of packaging especially for imported goods can enhance perceived value, improve trust, and increase the likelihood of trial purchase. Within CRM, the highest mean score belonged to the Customer Relationship dimension, indicating that consumers appreciate personalized service, responsiveness, and emotional connection. However, the relatively lower mean for Partnership suggests that while consumers value relational ties, they may have fewer opportunities to engage in deeper forms of brand co-creation or loyalty programs.

Objective 2: To Study the Purchase Decision Level of Herbal Inhalers and Balms. The second objective revealed that the overall level of Product Purchase Decision was High, with Post-Purchase Behavior showing the highest mean score ($\bar{x} = 4.11$). This suggests that consumers not only express satisfaction after using the products but also intend to continue purchasing them. In the context of low-cost, low-risk consumables such as herbal inhalers and balms, satisfied consumers often engage in repeat buying more quickly than in high-involvement product categories. This pattern aligns with consumer decision theory, specifically the model presented by Srisunthon and Daungprom (2025), which highlights the strong influence of need recognition and post-purchase satisfaction in shaping loyalty for low-involvement products. Once consumers confirm that the product is effective especially in addressing minor ailments such as dizziness or nasal congestion they develop rapid habitual purchasing behavior. This explains why the Post-Purchase Behavior dimension outweighs earlier stages such as Information Search or Evaluation of Alternatives.

Objective 3: To Study the Influence of CRM and Product Quality on Purchase Decisions. The third objective confirmed that both Product Quality and CRM exert significant and positive effects on Purchase Decision. Product Quality demonstrated slightly stronger predictive power ($R^2 = 0.680$) compared to CRM ($R^2 = 0.628$), emphasizing that product performance remains the core determinant of consumers' willingness to buy Thai herbal products. Within Product Quality, Performance ($\beta = 0.420$) emerged as the strongest predictor, followed by Reliability ($\beta = 0.280$). These findings support Garvin's quality model, in which performance and reliability are central determinants of consumer acceptance for health-related products. They also echo prior studies showing that Chinese consumers strongly prioritize efficacy and consistency when evaluating foreign herbal products. In the CRM domain, Customer Relationship ($\beta = 0.467$) and Partnership ($\beta = 0.461$) were the most influential dimensions. These results indicate that beyond product functionality, relational engagement and a sense of consumer-brand affiliation encourage repeat purchases and reduce customer defection in a competitive market with many similar products. Providing personalized experiences, loyalty rewards, and attentive follow-up services strengthens trust and fosters emotional bonds that complement product satisfaction. This supports the principles of Relationship Marketing, as emphasized by Herman, Sulhaini, and Farida (2021), who argue that long-term loyalty can only develop when high product quality is paired with meaningful relational strategies. In this study, CRM and Product Quality function synergistically: product efficacy creates the initial entry point for purchase, while relational interactions sustain long-term loyalty and brand preference.

New Knowledge from Research

This study examines how Garvin's Product Quality framework and Customer Relationship Management (CRM) factors influence the purchase decisions of herbal inhalers and herbal balms among Chinese consumers in Chengdu, Sichuan Province. The findings contribute new insights to cross-cultural consumer behavior and Thai Chinese market dynamics.

The results demonstrate that Product Performance and Customer Relationship are the two most influential predictors in driving consumer purchase decisions for Tossakan Nakha products by SCG Grand Martech Co., Ltd. Among all dimensions analyzed, these factors emerged as the strongest determinants of brand competitiveness within the Chinese herbal wellness market.

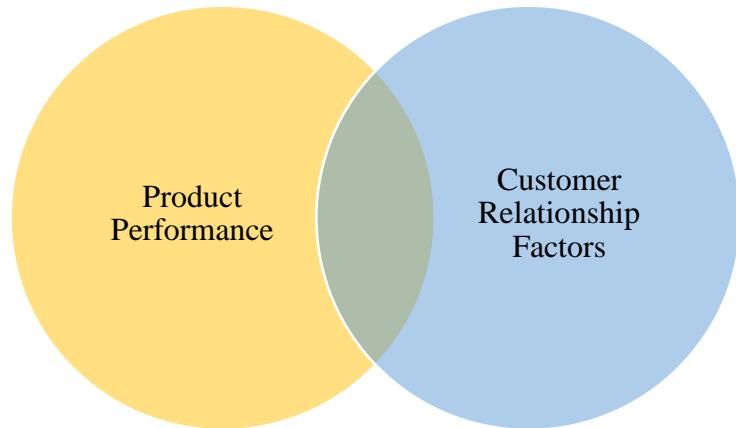


Figure 2 illustrates the dynamic relationship: Customer Relationship Management and Product Quality Impacting the Purchase Decisions of Herbal Inhalers and Herbal Balms: A Case Study of Tossakan Nakha Products by SCG Grand Martech Co., Ltd., Thailand, Among Chinese Consumers in Chengdu, Sichuan Province, People's Republic of China
Source: Ntapat Worapongpat (2025)

Figure 2 illustrates the dynamic interaction among product-quality attributes, CRM components, and consumer decision-making outcomes. The diagram emphasizes that: Product Performance including effectiveness, reliability, and sensory attributes is the primary quality dimension shaping consumer trust and perceived value. Customer Relationship Factors such as communication quality, responsiveness, and after-sales engagement significantly influence brand loyalty and repeat purchase behavior. Together, these two variables serve as the core mechanisms through which Thai herbal-wellness brands can strengthen their competitive advantage in the Chinese market.

Conclusion

The research findings confirm that the purchase decisions for Tossakan Nakha brand herbal inhalers/balms by Chinese consumers in Chengdu are significantly driven by Product Quality and CRM. The results clearly indicate that the brand should prioritize Performance and Reliability as the core strategy for attracting new customers, and utilize Relationship and Partnership strategies to foster loyalty and stimulate repeat purchases.

Recommendations

1. Strategic Recommendations for Utilizing Research Results

Research Finding Strategic Action for SCG Grand Martech Co., Ltd. Performance ($x^- = 4.56$) and Aesthetics ($x^- = 4.46$) are the highest-rated dimensions. The Company should prioritize investment in Quality Control and obtain international certifications to communicate Performance and Reliability. Furthermore, packaging design should be enhanced for a more premium, impressive aesthetic to effectively target the lucrative Chinese gift-giving market. Post-Purchase Behavior ($x^- = 4.11$) has the highest mean score. A Loyalty Program should be established and integrated with Chinese social platforms (e.g., WeChat) to offer continuous discounts or sample products to repeat customers, thereby reinforcing motivation for ongoing loyalty.

Product Quality (Performance & Reliability) and CRM (Relationship & Partnership) influence purchase decisions. The Quality (Performance) strategy should be the cornerstone of advertising (e.g., emphasizing herbal extracts and efficacy). The CRM strategy should be utilized to collect purchasing data for sending Personalized Marketing messages or promotions, ensuring customers feel the brand genuinely values their individual needs.

2. Suggestions for Future Research

This research established the empirical importance of product performance and customer relationship dimensions. Future studies should explore the causal link between Aesthetics/Gift-giving culture and initial product trial in the Chinese market, and investigate the moderating role of Trust in the relationship between CRM and loyalty for low-involvement products.

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