# Customer Journey, Customer Experience, and Customer satisfaction in the Servicescape of the Bangkok Aesthetics clinics

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## Abstract

The COVID-19 pandemic has significantly impacted the healthcare industry in Bangkok, particularly in medical and beauty clinics. To succeed in this highly competitive market, clinics need to understand and meet the changing needs of their customers. This study aims to explore the experiences of patients seeking medical care at clinics in Bangkok during the pandemic and the marketing strategies employed by medical clinics to target different types of customers. Through a qualitative research design, data will be collected through in-depth interviews with patients and clinic staff and observation of clinic operations. The study will also review relevant literature on healthcare services, marketing strategies, and patient experience. The findings will contribute to developing effective marketing strategies for medical and beauty clinics in Bangkok and inform future research in this field. Specifically, this study will answer the following research questions: What are patients' experiences seeking medical care at aesthetic clinics in Bangkok during the COVID-19 pandemic? How do aesthetic clinics in Bangkok market their services to different types of customers, and what strategies have been most effective?



**Keyword**

*Customer experience, Customer Journey, Aesthetics clinics, Servicescape*

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## Chapter 1:Introduction

### Main issue

The Ministry of Public Health has reported that 55% of medical clinics and specialized clinics in Bangkok do not accept patients overnight, indicating a highly competitive business environment for medical clinics in the area(BOI,2017). To succeed in this environment, medical clinic entrepreneurs must focus on understanding their customers and needs, especially during the COVID-19 pandemic. This requires developing a marketing strategy that prioritizes the customer and is tailored to the characteristics of each customer. Creating a positive customer experience and journey is key to meeting the needs of patients in this highly competitive market. For beauty clinics, it is crucial to adapt to the COVID-19 pandemic and develop a marketing strategy tailored to the service recipient's needs. This includes creating a customer journey and experience and utilizing group-oriented marketing strategies to target different types of customers.

In addition to understanding and meeting customers' needs, Bangkok's medical and beauty clinics must also adapt to the changing landscape of healthcare and the COVID-19 pandemic. This includes implementing appropriate health and safety measures to protect

patients and staff, such as frequent cleaning and disinfection, social distancing, and mask-wearing policies.

Furthermore, the rise of telemedicine and online consultations has also impacted the healthcare industry, with many patients now preferring to consult with doctors and specialists remotely. Medical clinics must therefore consider incorporating telemedicine into their services and marketing strategies to meet the needs of these customers.

It is also important for medical clinics and beauty clinics in Bangkok to build a solid online presence through social media and other digital marketing channels. This allows them to reach a wider audience and communicate their services, promotions, and health and safety measures to potential customers.

Ultimately, the success of a medical or beauty clinic in Bangkok depends on its ability to adapt to changing customer needs and market trends while providing high-quality services and experiences that meet the needs of its customers. By developing a comprehensive marketing strategy that considers each customer's unique needs and characteristics, clinics can differentiate themselves from competitors and succeed in this highly competitive market.

*Research question: What are the experiences of patients seeking medical care at clinics in Bangkok during the COVID-19 pandemic? How do medical clinics in Bangkok market their services to different types of customers, and what strategies have been most effective?*

## Chapter 2: Literature review

Chapter 2 of the research is constructed based on the concepts and principles of marketing theories and social psychology in the healthcare industry. The primary aim of this study is to investigate and analyze the consumer experience of Aesthetics clinics during the pandemic in a retail setting. This research is essential because it addresses a significant gap in the current healthcare research, particularly in exploring the consumer experience in this clinical setting.

The following section of the chapter provides a comprehensive literature review that presents an overview of the study variables related to consumer behavior research in a pharmaceutical shop. The literature review critically analyzes various factors that affect consumer behavior in a retail setting, including customer journey, satisfaction, and loyalty. The study's objectives and literature review provide a comprehensive understanding of the research's scope and significance in contributing to the existing knowledge on consumer behavior in the healthcare sector.

**Customer Journey**

In recent years, the healthcare sector in Thailand has shown increased interest in the concept of the Customer Journey to improve care and enhance patient satisfaction. The Customer Journey refers to the interactions with a patient, interaction with some initial information search, to post-treatment follow-up. Studies have demonstrated that a positive customer journey can improve patient outcomes and loyalty to the healthcare provider. Healthcare providers in Thailand have adopted a patient-centric approach to care, which involves understanding each patient's unique needs and preferences. In Bangkok, a study found that the quality of care, communication with healthcare providers, and the facility's physical environment influenced the patient's journey. Patients have expressed a desire for more personalized care and greater involvement in their treatment decisions. To enhance the customer journey, healthcare providers in Thailand have implemented various strategies such as online appointment booking and telemedicine services to improve patient convenience and reduce wait times. Healthcare providers also incorporate patient feedback through surveys and online reviews to improve operations. Overall, the Customer Journey concept is crucial in

Thailand's healthcare sector to differentiate healthcare providers and improve patient satisfaction and loyalty.

**Customer Journey in the healthcare sector**

Customer Journey (CJ) is an essential concept in the healthcare sector that has gained increasing attention recently. The CJ can be defined as the series of interactions between customers and healthcare providers, from the initial search for information to post-treatment follow-up. In the healthcare sector, the CJ is critical in determining patient outcomes and enhancing loyalty to healthcare providers (Ketwarakul & Chieochan, 2019).

The healthcare industry in Thailand has been adopting a patient-centric approach to care, which includes understanding each patient's unique needs and preferences. The patient journey is influenced by several factors, such as quality of care, communication with healthcare providers, and the physical environment of the healthcare facility (Ketwarakul & Chieochan, 2019).

Research has shown that a positive CJ can improve patient outcomes and increase healthcare providers' loyalty. To improve the CJ in healthcare, providers in Thailand have implemented several strategies, such as providing online appointment booking and telemedicine services. These strategies have been found to improve patient convenience and reduce wait times. Healthcare providers in Thailand have also started incorporating patient feedback into their operations to continuously improve the CJ (Ketwarakul & Chieochan, 2019).

One study in Bangkok found that patients expressed a desire for more personalized care and greater involvement in their treatment decisions. This highlights the importance of understanding each patient's unique needs and preferences to improve the CJ and enhance patient satisfaction and loyalty. Overall, the CJ has become increasingly important in the healthcare sector in Thailand as providers aim to differentiate themselves in a competitive market and improve patient outcomes. By continuously improving the CJ and understanding each patient's unique needs and preferences, healthcare providers in Thailand can enhance patient satisfaction and loyalty, ultimately improving the overall quality of care (Ketwarakul & Chieochan, 2019).

**Customer experience**

The customer experience (CX) refers to the sum of all customer interactions with a company or brand. CX has become a critical aspect of business strategy as companies strive to differentiate themselves from competitors by offering superior experiences to customers.

One of the most cited papers in the field of CX is "The Experience Economy" by Pine and Gilmore (1998), which argues that businesses must move beyond simply selling products and services and focus on creating memorable customer experiences. The authors suggest companies can do this by engaging customers emotionally and creating a personal connection.

Another highly cited paper is "Customer Experience Management: A Revolutionary Approach to Connecting with Your Customers" by Bernd Schmitt (2003). Schmitt presents a framework for managing CX, which includes five stages: sense, feel, think, act, and relate. He argues that businesses must create positive customer emotional experiences to build brand loyalty and achieve long-term success.

In the healthcare sector, a highly cited paper is "The Patient Experience: Evidence-based Guidelines for Improving Communication, Safety, and Satisfaction" by Boudreau and colleagues

(2011). The authors provide evidence-based guidelines for improving the patient experience, including improving communication, safety, and patient satisfaction.

In the e-commerce industry, "The Effects of Perceived Usability, Perceived Usefulness, and Perceived Enjoyment on Behavioral Intentions in a Shopping Website Context" by Liu and colleagues (2009) is a highly cited paper. The authors propose a model for understanding the relationship between user experience and behavioral intentions in e-commerce, including factors such as perceived usability, usefulness, and enjoyment.

Overall, the literature on customer experience emphasizes the importance of creating positive emotional connections with customers and providing excellent service throughout all interactions with a company or brand.

**Patient experience in healthcare**

Patient experience has become an essential aspect of healthcare delivery, as it focuses on understanding and addressing patients' needs, preferences, and expectations. The literature on patient experience covers a wide range of topics, including the importance of patient-

centered care, the impact of patient experience on health outcomes and quality of care, and strategies for improving patient experience.

One key theme in the literature is the concept of patient-centered care, which emphasizes the importance of putting patients at the center of the healthcare experience. Research has shown that patient-centered care can improve patient satisfaction, increase adherence to treatment plans, and improve health outcomes (Beckman & Frankel, 2003; Epstein & Street Jr, 2011). Patient-centered care involves understanding each patient's unique needs and preferences, involving patients in their care, and providing support and resources to help patients manage their health.

Another critical aspect of patient experience is communication. Effective communication between healthcare providers and patients is essential for building trust, managing expectations, and ensuring patients have the information they need to make informed decisions about their care (Street Jr, 2013). Research has shown that good communication can improve patient satisfaction, reduce the risk of medical errors, and improve health outcomes (Stewart et al., 2000).

The physical environment of healthcare facilities is also an important factor in patient experience. A welcoming and comfortable environment can help reduce anxiety and stress for patients and their families and create a positive overall experience (Ulrich et al., 2004).

Technology has become an increasingly important aspect of the patient experience in recent years. Electronic health records (EHRs), patient portals, and telemedicine are just a few examples of how technology can improve communication, access to care, and patient engagement (Lyles et al., 2018).

Overall, the literature on patient experience emphasizes the importance of understanding and addressing patients' needs, preferences, and expectations to provide high-quality, patient-centered care.

**Patient Satisfaction**

Patient satisfaction is a critical aspect of healthcare quality that refers to the level of satisfaction or happiness that patients experience with their healthcare. It is an essential measure of the effectiveness of healthcare services and can significantly impact patient outcomes and loyalty to healthcare providers.

Several factors contribute to patient satisfaction, including the quality of care, communication with healthcare providers, accessibility and convenience of services, and the physical environment of the healthcare facility. Patients who feel heard, respected, and cared for by their healthcare providers are more likely to report higher satisfaction levels and better health outcomes.

Research has shown that patient satisfaction is positively associated with healthcare quality, safety, and overall patient experience. High levels of patient satisfaction have been linked to increased patient adherence to treatment plans, improved health outcomes, and reduced healthcare costs.

Healthcare providers can improve patient satisfaction by implementing strategies such as improving communication, reducing wait times, providing personalized care, and involving patients in their care decisions. Additionally, soliciting and incorporating patient feedback into healthcare operations can help providers identify areas for improvement and further enhance patient satisfaction.

Overall, patient satisfaction is an essential aspect of healthcare quality that can significantly impact patient outcomes and loyalty to healthcare providers. By focusing on patient-centered care and continuous improvement of healthcare services, providers can increase patient satisfaction and improve overall healthcare quality.

**Patient satisfaction in Aesthetics clinics**

Patient satisfaction is an essential aspect of healthcare that affects the patient's overall experience and outcomes. Patient satisfaction is crucial in building and maintaining the clinic's reputation in aesthetic clinics. Aesthetics clinics that prioritize patient satisfaction are more likely to see an increase in patient loyalty and word-of-mouth referrals.

Studies have shown that several factors influence patient satisfaction in aesthetic clinics, including the quality of care, communication with healthcare providers, and the physical environment of the clinic. Patients also desire personalized care and involvement in their treatment decisions.

To improve patient satisfaction in aesthetic clinics, healthcare providers can implement strategies such as providing clear and concise communication, offering a comfortable and

welcoming environment, and utilizing technology to enhance patient convenience and engagement.

Furthermore, healthcare providers can continuously monitor patient satisfaction through feedback mechanisms such as surveys and online reviews. By incorporating patient feedback into their operations, aesthetics clinics can make informed decisions that improve patient satisfaction and outcomes.

**Servicescape**

The concept of "servicescape" refers to the physical environment in which a service is delivered. It includes elements such as the design of the physical space, ambient conditions (such as lighting and noise), and the behavior of employees (Bitner,1992). The Servicescape can significantly impact customer perceptions and behaviors, including their satisfaction, loyalty, and willingness to return.

**The Servicescape in an aesthetic clinic**

The Servicescape in aesthetic clinic literature focuses on the impact of the physical environment on patient satisfaction, perception, and behavior. Some studies have examined the

role of various design elements in creating an effective and comfortable servicescape in aesthetic clinics, including lighting, layout, color, music, and other sensory stimuli. Other studies have explored the relationship between the Servicescape and patient emotions, with some finding that a pleasant and relaxing environment can lead to reduced anxiety and increased satisfaction.

One study by Kim et al. (2017) examined the impact of the Servicescape on patient satisfaction and behavioral intentions in an aesthetic clinic setting. The study found that design elements such as lighting, layout, and music significantly affected patient satisfaction, while the Servicescape as a whole had a significant impact on patient intentions to recommend the clinic and return for future treatments.

Another study by Hwang and Lee (2019) investigated the impact of color and lighting on patient emotions and satisfaction in an aesthetic clinic. The study found that warmer colors and softer lighting had a positive effect on patient emotions and satisfaction, while brighter lighting and cooler colors had a negative effect.

In summary, the Servicescape in aesthetic clinic literature emphasizes the importance of creating a comfortable and welcoming environment for patients, with careful attention paid to design elements such as lighting, color, layout, and sensory stimuli.

# Chapter 3: Research Method

## Research methods

When analyzing customer experience touchpoints, it is necessary to comprehend the unique characteristics of each one. To gain insight into consumer experiences at aesthetics clinics, a qualitative research method was utilized, which involved collecting data through in-depth interviews with individuals who shared their personal experiences at various clinics, taking into account their cultural and geographical backgrounds. This approach enabled the collection of data from multiple pharmacies, resulting in a broad range of customer experience information.

## Sampling Method

During the research, participants were asked to recall their most recent experience with a preferred clinic at the beginning of the interview. To enable the participants to provide accurate and detailed information about their experience, they were requested to identify the particular store and provide a brief description of their overall treating experience. This approach was taken to ensure that participants felt comfortable, relaxed and at ease while

recounting their experiences. It was important to obtain accurate information from participants, and this technique enabled the researchers to gather useful data about the customer experience at the clinics (Arksey and Knight,1999). The study participants were asked about their goals for the experience, such as browsing, making a purchase, or seeking information, and about their familiarity with the clinic to provide more context to their experience. Subsequently, participants were prompted to recall and describe any incidents they could recollect, even those that were not significant, from their previous interactions with the clinic. Throughout the interview, the participants were queried about their experiences at each stage of the consumer decision-making process to obtain a more comprehensive understanding of their experiences.

Data Collection

The researcher employed purposive sampling to collect data for one month before the government announced the implementation of stricter COVID-19 regulations. The use of this sampling technique was determined by data saturation (Mack,2005). The researcher utilized a convenience sampling approach with the cooperation of the aesthetics clinic owner to obtain a total of 27 customer experience narratives from various geographical locations. During the

interviews, several informants recounted their experiences with different clinics. The study was terminated after the 27th semi-structured interview due to information saturation resulting from the discussions thus far. This sampling technique, coupled with data saturation, served as a reliable means of gathering sufficient information regarding customer experiences at aesthetics clinics (Guest et al.,2006).

The analysis of the 27 customer experience stories using thematic analysis revealed recurring themes that validated the decision to stop data collection based on information saturation. This decision was made when the same themes were observed across multiple narratives (Eisenhardt, 1989). Based on the analysis of recurring themes in the collected data, it was observed that no new themes emerged after the 11th interview. However, to ensure the completeness of the data and confirm the absence of additional themes, additional semi-structured interviews were conducted. On average, each interview lasted approximately 45 minutes.

## Chapter 4: Data Analysis

The following table depicts the demographic profile of the informants:

**Table 1** Profile of the key informants

| Participant | Sex | Age | Education | Years of Customer Experience with Aesthetics clinics | Frequency of visiting the during the pandemic |
|---|---|---|---|---|---|
| P1 | M | 30 | Bachelor | 2 | 2 times/week |
| P2 | M | 40 | Bachelor | 5 | 2 times/Month |
| P3 | F | 45 | High school | 10 | 3 times/Month |
| P4 | M | 27 | Master | 2 | 4 times/week |
| P5 | F | 25 | Bachelor | 5 | 2 times/week |
| P6 | F | 26 | Bachelor | 4 | 3 times/Month |
| P7 | F | 28 | South | 4 | 1 time/week |
| P8 | M | 33 | East | 7 | 2 times/week |
| P9 | F | 19 | High school | 1 month | 1 time/Month |

| | | | | | |
|---|---|---|---|---|---|
| P10 | M | 28 | Master | 2 | 2 times/Month |
| P11 | F | 20 | Bachelor | 1 month | 2 times/week |
| P12 | F | 26 | Bachelor | 7 | 2 times/week |
| P13 | F | 50 | Master | 3 | 2 times/Month |
| P14 | M | 46 | Bachelor | 16 | 3 times/Month |
| P15 | M | 53 | Bachelor | 7 | 1 time/week |
| P16 | F | 27 | Master | 10 | 2 times/Month |
| P17 | F | 26 | Bachelor | 23 | 1 time/week |
| P18 | M | 34 | Bachelor | 15 | 3 times/week |
| P19 | M | 33 | South | 12 | 4 times/Month |
| P20 | F | 50 | High school | 1 month | 1 time/Month |
| P21 | M | 20 | Master | 2 | 2 times/Month |
| P22 | F | 52 | Bachelor | 1 month | 2 times/week |

| | | | | | |
|---|---|---|---|---|---|
| P23 | F | 53 | Bachelor | 7 | 2 times/week |
| P24 | F | 37 | Master | 3 | 2 times/Month |
| P25 | M | 37 | Bachelor | 16 | 3 times/Month |
| P26 | F | 33 | High school | 1 month | 1 time/Month |
| P27 | M | 29 | Master | 2 | 2 times/Month |

**Data analysis**

Data The purpose of the study discussed in this passage was to identify the specific elements of customer experience touchpoints through qualitative data. To achieve this, the researchers utilized an inductive process that involved working from the words of each participant's responses to identify and code themes related to the specific elements of customer experience that were being investigated. The themes that emerged were then subjected to a cross-case analysis to determine the frequency with which themes were repeated across participants.

To collect data for the study, the researchers recorded and transcribed the participants' responses, which were then characterized by iterative, reflexive, thematic processing. After reading

the customers' comments multiple times, the researchers recorded crucial topics, overall perceptions, and main findings. Two members of the research team then analyzed the transcripts for themes using manual inductive coding and constant comparison.

The results of the analysis were sorted into themes and sub-themes, utilizing constant comparison and reflection approaches. The research team reviewed the research process, themes, and sub-themes and made suggestions for how to better integrate them to facilitate the analysis and reporting process and assure the rigor and reliability of the findings.

Each of the themes identified in the study was refined and expanded in breadth through this process, and definitions and titles for each topic were developed to correlate to the themes. The titles of the identified themes were affected by the existing literature as well as the data gathered during the research process. A table was created to contain a list of themes and their accompanying codes, as well as examples of extracts from them.

Overall, the study utilized a thorough and rigorous process to identify and analyze the specific elements of customer experience touchpoints in the context of aesthetic clinics. By utilizing qualitative data and an inductive approach, the researchers were able to gain a deep

understanding of the customer experience and develop valuable insights for improving it in this context.

**Table 2 Result: Themes and codes from the thematic analysis.**

| Theme | Code | Example |
|---|---|---|
| the clinic environment | • Music<br>• Lighting<br>• Décor<br>• scent,<br>• cleanliness,<br>• comfort | • "The clinic was really chill, with soft lighting and relaxing music. It helped me calm down before my treatment."<br>• "I liked how clean and well-maintained the clinic was. It made me trust that the staff was paying attention to details."<br>• "The waiting room was a bit cramped and uncomfortable, but the staff made it up to me by offering me a drink and checking on me often."<br>• "I was blown away by how high-tech the clinic was. It made me feel like I was getting top-notch treatment."<br>• "The clinic had such a beautiful and fancy look to it, |

| | | |
|---|---|---|
| | | it felt more like a luxurious spa than a medical office." |
| Staff engagement | Qualifications<br>Certifications<br>years of experience<br>ongoing education and training | • "The staff at the clinic were incredibly friendly and welcoming, and they made me feel comfortable right away."<br>• "I appreciated how the staff took the time to explain the procedure to me and answer all of my questions. It showed that they cared about my experience and wanted to make sure I was informed."<br>• "The nurse who assisted me during my treatment was very attentive and made sure I was comfortable throughout the entire process."<br>• "I was impressed by the level of expertise that the staff demonstrated. They were knowledgeable and confident, which put me at ease." |

| | | |
|---|---|---|
| | | • "I had a great experience at the clinic because the staff seemed genuinely interested in helping me achieve my goals. They were supportive and encouraging throughout the entire process." |
| Cleanliness and hygiene | sanitation practices<br>cleanliness of treatment rooms<br>availability of hand sanitizer | • "I was impressed by how clean and sanitized everything was in the clinic. It made me feel comfortable and safe during my treatment."<br>• "The staff were all wearing gloves and masks, and they were constantly cleaning and disinfecting surfaces. It was reassuring to see how seriously they take hygiene."<br>• "The exam rooms were spotless and smelled fresh. I appreciated the attention to detail and the effort put into maintaining a clean environment."<br>• "I noticed that they had hand sanitizer stations placed throughout the clinic, which was a nice touch. It showed |

| | | |
|---|---|---|
| | | that they prioritize hygiene and cleanliness."<br>● "I've been to other clinics where I felt like I had to be careful not to touch anything, but at this clinic, I felt like I could relax because I knew everything was clean and hygienic." |
| Communication and information sharing between staff and customers | clear explanations<br>answering questions<br>listening to customer concerns<br>follow-up after treatments | ● "The staff at the clinic were very friendly and informative. They took the time to explain everything to me and answer all of my questions, which made me feel very comfortable."<br>● "I appreciated that the staff kept me informed throughout the whole process, from what to expect during my treatment to how to take care of my skin afterward. It showed that they cared about my experience and results."<br>● "The communication between the staff and customers was excellent. They were patient and understanding, and they |

| | | |
|---|---|---|
| | | always made sure that I was comfortable and informed."<br>• "The staff was very knowledgeable and informative about the treatments and products they offered. They didn't try to push anything on me, but rather gave me the information I needed to make an informed decision."<br>• "I had some concerns about the treatment, but the staff took the time to listen to me and address my concerns. They made me feel heard and valued, which made all the difference in my experience." |

**Table 3 Result: Definitions of the touchpoint elements**

| Touchpoint elements | Definition |
|---|---|
| Appointment booking process | the various digital platforms that the clinic uses, such as its website and social media pages, where customers can interact with the clinic before their visit. |
| Reception and waiting area | the customer's experience from the moment they enter the clinic until they are called for their appointment, which includes interactions with the receptionist and the overall environment of the waiting area |
| Consultation | The consultation process between the customer and the aesthetician or other staff member, which involves discussing treatment options, concerns, and expectations. |
| Post-treatment follow-up | Any communication or follow-up initiated by the clinic subsequent to the customer's treatment, including arrangements for follow-up appointments or provision of post-treatment care instructions. |

# Chapter 5: Discussion and Conclusion

## Discussion

Most research on customer experience has focused on evaluations based on a collection of experiences (Rose et al., 2012). However, understanding critical moments of truth between the customer and the store requires a more nuanced approach. For example, in an aesthetic clinic setting, staff engagement plays a crucial role in shaping the customer experience. By identifying and characterizing the unique elements of customer experience touchpoints, this study provides clinic managers with a better understanding of how staff engagement contributes to a positive overall customer experience.

The study used semi-structured in-depth interviews to analyze customer experiences at various touchpoints within the aesthetic clinic. By analyzing the data thematically, the researchers identified several key elements of the customer experience that were impacted by staff engagement, including customer communication, staff attitude, and the physical environment. These elements were found to be closely interconnected, with positive staff engagement leading to positive outcomes across all touchpoints.

The study's findings provide important insights for clinic managers seeking to improve the customer experience. By fostering a culture of staff engagement, managers can improve communication with customers, enhance customer satisfaction, and ultimately increase revenue. Additionally, the study highlights the need for managers to pay close attention to the physical environment of the clinic, as this too can impact customer experience.

For the touch points that the researcher found, This touchpoint encompasses the digital channels through which customers can interact with the clinic prior to their in-person visit, including the clinic's website, social media pages, and any other online platforms utilized by the clinic. Secondly, the customer's experience from the moment they walk through the door of the clinic until they are called for their appointment. It includes interactions with the receptionist and the overall atmosphere of the waiting area. While the patient arrival at the clinic until their appointment commences, encompassing interactions with the receptionist and the overall atmosphere of the waiting area.

Besides, the Servicescape, the consultation meeting between the customer and the aesthetician or other staff member, during which treatment options, concerns, and expectations are discussed. Moreover, the communication or follow-up initiated by the clinic subsequent to the customer's treatment, including arrangements for follow-up appointments or provision of post-treatment care instructions.

In conclusion, this study underscores the importance of staff engagement in shaping the customer experience within an aesthetic clinic setting. By understanding the various elements of customer experience and how they are influenced by staff engagement, managers can take concrete steps to improve the overall customer experience. In addition, the study highlights the importance of creating a welcoming and aesthetically pleasing physical environment within the clinic, as this too can impact the customer experience.

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