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Customer Relationship Management Strategies among Fresh Coffee Shop Entrepreneurs in Bangkok Metropolitan Area

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Abstract

This research aimed to (1) identify the patterns of customer relationship management (CRM) strategies of fresh coffee shop entrepreneurs in Sathorn District, Bangkok, (2) compare the characteristics of CRM strategies of entrepreneurs by business size, and (3) analyze the correlation between CRM strategies and building customer relationships, referring to the conceptual framework of Lawson-Body & Limayem (2004), which consists of seven components: customer tracking, customer relationship, communication management, understanding customer expectations, empowerment, partnership, and personalization. The research method was qualitative using semi-structured interviews that were validated for content validity by five experts for the consistency of each question item with the definitions in the conceptual framework, with the average IOC index of the entire interview at 0.90. The data were collected from 21 fresh coffee shop entrepreneurs on a voluntary basis in Sathorn District, Bangkok, regarding business size (small, medium, large) using CRM strategies, and seven components on customer relationships building under study. The data were analyzed using content analysis through the ATLAS.ti program to identify main codes and sub-codes and to analyze structural and content linkage. The research found that small coffee shops emphasized closeness and flexibility in customer care, while medium-sized ones emphasized friendliness, the use of historical data, and proactive communication. Large coffee shops used full-scale CRM technology in terms of Big Data, AI, Omni-channel, and employee empowerment, as well as precise personalization, resulting in the ability to meet needs and build sustainable customer relationships. It was concluded that CRM strategies of fresh coffee shops differ according to business size, but all aim to build long-term customer relationships through appropriate strategies in the business context.

Keywords: *Customer relationship management strategy, fresh coffee shop, entrepreneur, customer relationship*

1. Rationale of the Study

The fresh coffee shop business in Bangkok has grown rapidly amid intense competition and continuously changing consumer behavior. Building sustainable relationships with customers has therefore become the heart of success. Customer Relationship Management (CRM) strategy is the main tool that entrepreneurs use to respond to customer needs and retain the customer base (Siripipatthanakul, 2022).

However, the implementation of CRM strategies in each shop clearly differs according to the size of the business in terms of approach, techniques, and level of technology use. This leads to the question of which model is appropriate and truly effective in building customer relationships in each business context (Euromonitor, 2016).

From this challenge, the researchers aimed to investigate the patterns and correlation of CRM strategies with customer relationship building by comparing them by size of fresh coffee shops in Bangkok, in order to propose appropriate and practical CRM management guidelines for each business size.

2. Research Objectives

There were three objectives in this study:

- (1) To identify the patterns of customer relationship management strategies of fresh coffee shop entrepreneurs in Sathorn District, Bangkok.
- (2) To compare the characteristics of CRM strategies of entrepreneurs in each business size.
- (3) To analyze the linkage of CRM strategies with customer relationship building of entrepreneurs in each business size.

3. Research Methodology

This research was conducted in a systematic process, divided into three main steps. It began with studying theories, concepts, and related research to establish the conceptual framework of the study, especially the concept of customer relationship management strategies by Lawson-Body & Limayem (2004), which consists of seven components of customer relationships building: (i) Customer Prospecting, (ii) Relations with Customers, (iii) Interactive Management, (iv) Understanding Customer Expectations, (v) Empowerment, (vi) Partnerships, and (vii) Personalization. The researchers considered these components as currently valid and adaptable for the analytical framework in every step of this research. In the second step, the researcher conducted field data collection from fresh coffee shop entrepreneurs in Bangkok, focusing on the Sathorn area, which is a hub of small, medium, and large coffee shops (Bangkok Bank, 2015; Department of Business Development, Ministry of Commerce, Thailand, 2021). The sample was selected using purposive sampling on a voluntary basis; they were entrepreneurs with proper qualifications, namely being the business owner or a senior executive who plays a role in determining CRM strategies and has operated the business for not less than one year.

The final step involved data collection using a semi-structured interview developed from the CRM framework in all seven aspects to obtain in-depth information from the real experiences of the entrepreneurs. The obtained data were analyzed using content analysis through the ATLAS.ti program to extract key issues regarding the strategies used in managing customer relationships in the context of small, medium, and large fresh coffee shop businesses.

4. Scope of the Research

4.1 Sources of Data

4.1.1 Population

The population includes business owners who operate fresh coffee shop businesses or senior executives, such as managing directors or managers, who are stakeholders in determining customer relationship management strategies. The shops are located in the Sathorn district of Bangkok and consist of three sizes: small, medium, and large. The exact number of the population is unknown (Bangkok Bank, 2015; Central Population Registration Processing Center, 2017; Department of Business Development, Ministry of Commerce, Thailand, 2021).

4.1.2 Sample Group

This research uses a sample group of 21 fresh coffee shop entrepreneurs in Sathorn District, Bangkok. The research criteria follow a qualitative research approach, which emphasizes depth over breadth of data (Marshall et al., 2013; Patton, 2015), by focusing on the strategies, practices, and perspectives of entrepreneurs with real experience in specific contexts. Therefore, purposive sampling was used, and the number of samples was determined based on the principle of data saturation, which is a standard approach for defining sample size in qualitative research. According to Guest, Bunce & Johnson (2006), “Interviewing groups of approximately 6 to 12 participants is usually sufficient to achieve data saturation in each group.”

To align with the research objectives, the researchers applied the following criteria:

- (1) Fresh coffee shops must have a clear physical location within Bangkok.
- (2) The shop must have been operating for not less than one year to ensure that there is a certain level of experience in customer relationship management.
- (3) The shop owner must be willing to cooperate in providing in-depth information through interviews.

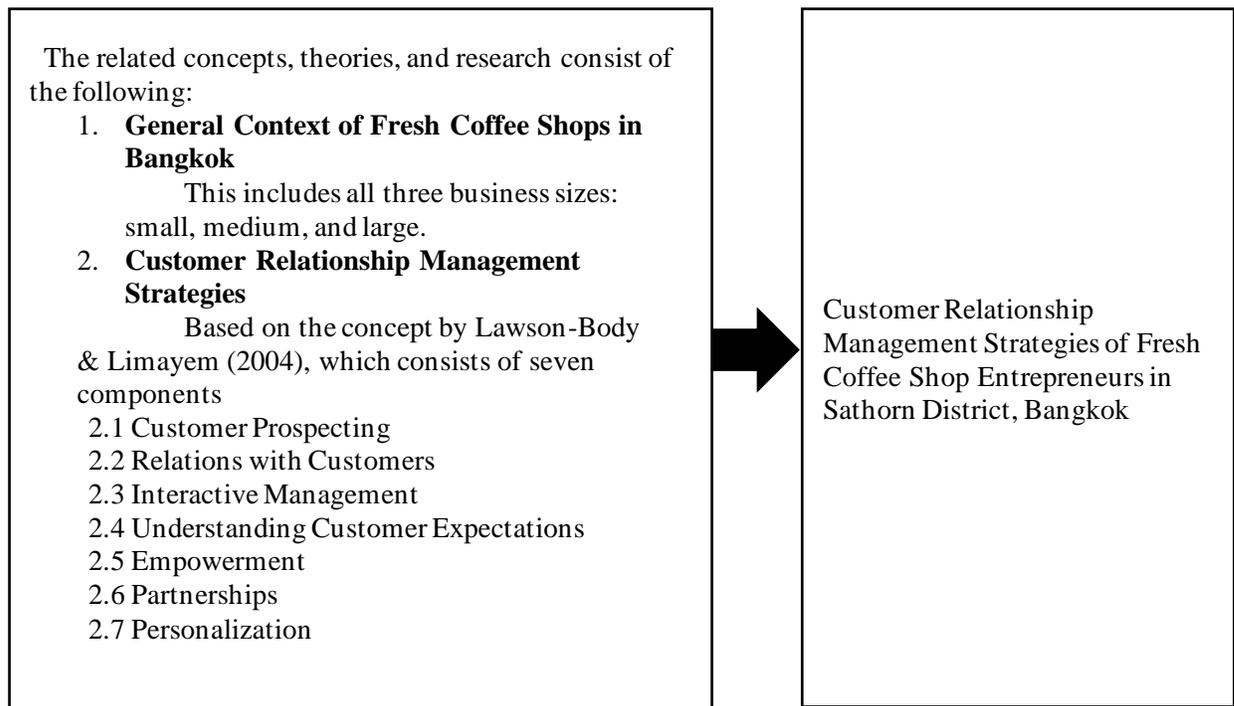
The sample group consisted of 21 fresh coffee shops categorized by business size. The business size classification criteria were adapted from the guidelines of the Office of Small and Medium Enterprises Promotion (OSMEP, 2022) and aligned with the classification criteria of the Department of Business Development, Ministry of Commerce, Thailand (2021).

Table 1: Business Size Classification and Sample Group Details

Business Size	Number of Samples	Data Characteristics
Small	7	Shops with no more than 20 seats and no more than 5 employees.
Medium	7	Shops with 21-50 seats and 6-15 employees.
Large	7	Shops with more than 50 seats and more than 15 employees.

5. Conceptual Framework

Figure 1: Conceptual Framework



6. Data Collection Instrument

The instrument used for data collection was a semi-structured open-ended interview to identify the customer relationship management strategies of fresh coffee shop entrepreneurs in the Sathorn district of Bangkok. The framework for constructing the interview was based on the seven CRM components of Lawson-Body & Limayem (2004), which consist of (i) Customer Prospecting, (ii) Relations with Customers, (iii) Interactive Management, (iv) Understanding Customer Expectations, (v) Empowerment, (vi) Partnerships, and (vii) Personalization.

7. Data Collection Instrument

The instrument used for data collection in this study was a semi-structured open-ended interview. The purpose was to explore the customer relationship management strategies of fresh coffee shop entrepreneurs in Sathorn District, Bangkok based on seven components of CRM proposed by Lawson-Body & Limayem (2004). These components include: Customer Prospecting, Relations with Customers, Interactive Management, Understanding Customer Expectations, Empowerment, Partnerships, and Personalization. The interview was designed to elicit in-depth responses related to these seven aspects from entrepreneurs of varying business sizes.

To ensure the quality of the research instrument, the researcher developed the interview questions based on the conceptual framework of CRM strategies as shown in Figure 1. The purpose was to comprehensively gather qualitative data that accurately reflects the entrepreneurs' perspectives on CRM in their business context. Content validity was evaluated by five experts in marketing, who assessed the consistency of each interview item with the theoretical definitions provided in the framework. The Index of Item-Objective Congruence (IOC) was obtained for this purpose with the IOC scores of individual questions between 0.80 and 1.00, indicating a "highly appropriate" level. The average IOC score for the entire interview instrument was 0.90, confirming that the interview was of good quality and suitable for collecting reliable and meaningful qualitative data within the context of fresh coffee shop businesses.

8. Data Collection Procedure

The researchers prepared an official request letter from the Faculty of Management Science, Bansomdejchaopraya Rajabhat University, to contact owners or managers of fresh coffee shops in Sathorn District, Bangkok, with the interview form attached. Then, phone calls were made to schedule appointments and confirm the date and time for each interview before proceeding with on-site data collection.

9. Data Analysis

The basic data of small, medium, and large fresh coffee shops in Sathorn District, Bangkok were analyzed using percentage, mean, and standard deviation. The qualitative data obtained from the interviews were analyzed by content analysis. Coding was conducted, and the relationships between codes were analyzed using the ATLAS.ti program. The data were categorized into three groups based on business size, and the linkages between sub-codes and main codes were analyzed through relationships such as "is part of," "is associated with," and "it causes."

10. Research Findings

This section reports Customer Relationship Management Strategies (CRM) regarding patterns and characteristics by business size, followed by Analysis of the Linkage between CRM Strategies and Customer Relationship Building.

Customer Relationship Management Strategies

The findings regarding customer relationship management strategies of fresh coffee shop entrepreneurs in Bangkok were obtained by studying related concepts, theories, and previous research. The conceptual framework of Lawson-Body & Limayem (2004) was used in presenting the findings in three parts as follows:

Part 1 presents the status of entrepreneurs operating fresh coffee shop brands in Bangkok.

Part 2 focuses on the study of CRM strategy patterns of fresh coffee shop entrepreneurs in Sathorn District, Bangkok, categorized by business size.

Part 3 analyzes the linkage between CRM strategies and customer relationship building.

Table 2: Analysis of the Status of Fresh Coffee Shop Brand Entrepreneurs in Bangkok

No.	Coffee Shop Brand	Business Size	Interviewee	Initial Classification Criteria
1	Alphabet Café & Bar	Small	Shop Owner	No registered capital / Small-scale operation
2	The Local Roast	Small	Shop Manager	Private individual shop / Owner-managed
3	Roastology	Small	Head Barista	No network / Single branch
4	Pacamara Boutique Coffee	Small	Entrepreneur	SME business / Specialty coffee
5	Gallery Drip Coffee	Small	Co-owner	Artistic style coffee / Stand-alone shop
6	Factory Coffee	Small	Barista in charge	Small-scale business
7	Coffee & Tree	Small	Owner	Personal business / No branches
8	Café Amazon	Medium	Branch Manager	Semi-franchise network / Capital 10–100 million THB
9	Mezzo Coffee	Medium	Marketing Executive	Medium-level registered capital / Multiple branches
10	Au Bon Pain	Medium	Area Manager	Domestic network expansion business
11	The Coffee Club	Medium	Store Director	Regional chain / Located in department stores

12	Tom N Toms Coffee	Medium	Business Development Officer	Korean chain in Thailand / Medium capital level
13	Café de Golfio	Medium	Co-owner	Medium registered capital / Domestic business
14	D'oro Coffee	Medium	Head of Franchise Development	Medium-sized chain / Owns coffee roasting facilities
15	Starbucks	Large	Regional Manager	Global chain / High registered capital
16	True Coffee	Large	Marketing Manager	TRUE Group affiliate / Nationwide network
17	Dean & DeLuca	Large	Store Executive	Foreign investment / Premium chain
18	Black Canyon	Large	Director of Administration	Large Thai chain / International branches
19	Coffee World	Large	Brand Manager	International chain / High capital
20	Tim Hortons	Large	Business Strategy Officer	Canadian chain / Operated in Thailand by large group
21	Gloria Jean's Coffees	Large	Director of Thai Franchise	Australian chain / Global-level business

Customer Relationship Management Strategy Patterns of Fresh Coffee Shop Entrepreneurs in Bangkok by Business Size

CRM Strategies in Small- and Medium-Sized Fresh Coffee Shops

Table 3: CRM Strategy Patterns in Small- and Medium-Sized Fresh Coffee Shops in Bangkok

CRM Strategy	Operational Pattern in Small-Sized Businesses
Customer Prospecting	Remembering from experience or manual recording
Relations with Customers	Owner talks directly and maintains friendly interaction
Interactive Management	Using personal LINE or a small Facebook Page
Understanding Customer Expectations	Observing and directly asking customers
Empowerment	Owner makes all decisions independently
Partnerships	No creation of business alliances

CRM Strategy	Operational Pattern in Medium-Sized Businesses
Customer Prospecting	Using POS systems or recording with Excel
Relations with Customers	Organizing customer relationship activities on certain occasions
Interactive Management	Systematic use of LINE OA, Facebook, and Instagram
Understanding Customer Expectations	Conducting customer feedback surveys periodically
Empowerment	Delegating basic decision-making authority to staff
Partnerships	Having community partners such as food trucks or neighboring shops
Personalization	Using order history to offer personalized promotional menus

*CRM Strategies in Large-Sized Fresh Coffee Shops***Table 4:** CRM Strategy Patterns in Large-Sized Fresh Coffee Shops in Bangkok

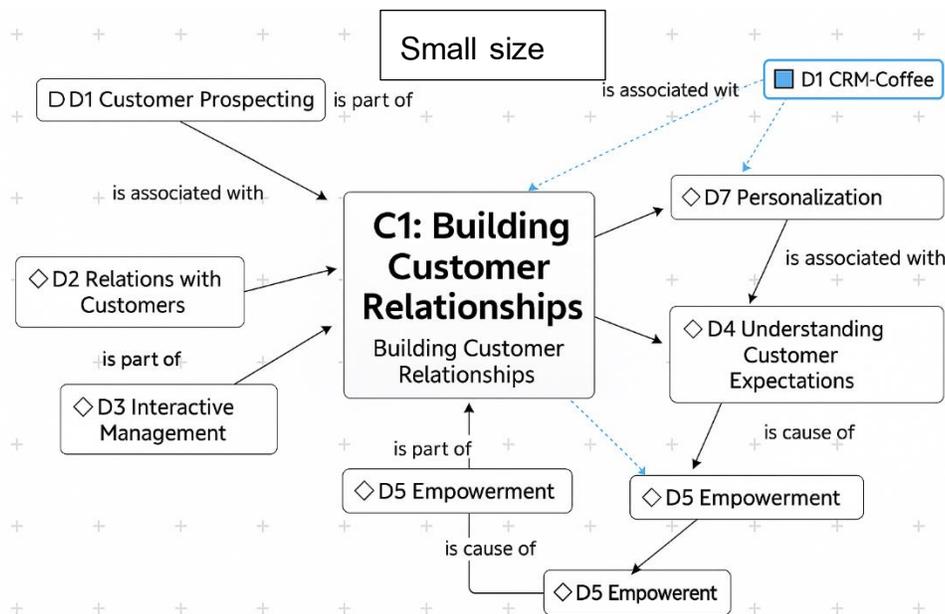
CRM Strategy	Operational Pattern in Large-Sized Businesses
Customer Prospecting	Using automated CRM systems to analyze customer data in real time
Relations with Customers	Providing membership systems, point cards, and organizing events
Interactive Management	Communicating through multiple channels (OmniChannel)
Understanding Customer Expectations	Using satisfaction analysis systems
Empowerment	Implementing SOPs and continuous staff training
Partnerships	Partnering with brands for cross-channel promotions
Personalization	Using Big Data and AI to analyze and offer personalized product choices

Analysis of the Linkage between CRM Strategies and Customer Relationship Building

From the diagram, the researchers identified “Building Customer Relationships” (C1) as the main code, which serves as the core element of this analysis. It acts as the dependent variable that the researchers aimed to study, specifically to understand how each aspect of CRM strategies influences the development of relationships between coffee shops and their customers. This main code is positioned at the center of the diagram and is linked to various sub-codes that illustrate different types of relationships. The findings are based on business size as follows:

Analysis of the Linkage between CRM Strategies and Customer Relationship Building in Small-Sized Fresh Coffee Shops in Bangkok

Figure 2: Customer Relationship Management Strategies of Small-Sized Fresh Coffee Shop Entrepreneurs in Bangkok



As shown in Figure 2, the sub-code D1 Customer Prospecting is linked to the main code with the relationship "is part of," meaning that collecting customer data is an essential component of relationship building, such as remembering customers' favorite menus or using short questionnaires. D2 Relations with Customers is linked to C1 with "is associated with," indicating that personal relationships between the owner and the customer, such as greeting, talking, and friendliness, affect customers' long-term attachment. D3 Interactive Management is linked to D2 with "is part of," showing that communication methods such as using a personal LINE account or a small Facebook Page are a way to build relationships with customers. D4 Understanding Customer Expectations is linked to C1 with "is associated with," meaning that observing behavior and asking customers directly helps understand actual needs and allows products/services to be adjusted accordingly. D5 Empowerment appears in three positions in the figure, linked to C1 with "is part of" and "is cause of," and also internally linked. This shows that when the shop owner has full authority to make decisions in responding to customers, it creates flexibility and quick service, which is a key causal factor of customer relationship in small coffee shops. D7 Personalization is linked to C1 and D4 with "is associated with," reflecting personal service, such as remembering favorite menus or customizing taste according to the customer's preference, which helps customers feel special and promotes long-term relationships. From the relationship figure, the researchers concluded that building customer relationships in small coffee shops has distinct characteristics from

medium or large businesses. The key direct influencing factors are Empowerment, Relations, and Personalization. Small shops often use closeness, memory, and owner-led management as tools in relationship building. Relationships between some codes, such as $D3 \rightarrow D2 \rightarrow C1$, reflect a step-by-step strategy structure, where D3 (communication) is one method of building D2 (relationship), which affects C1 (overall relationship).

Figure 3: Customer Relationship Management Strategies of Medium-Sized Fresh Coffee Shop Entrepreneurs in Bangkok

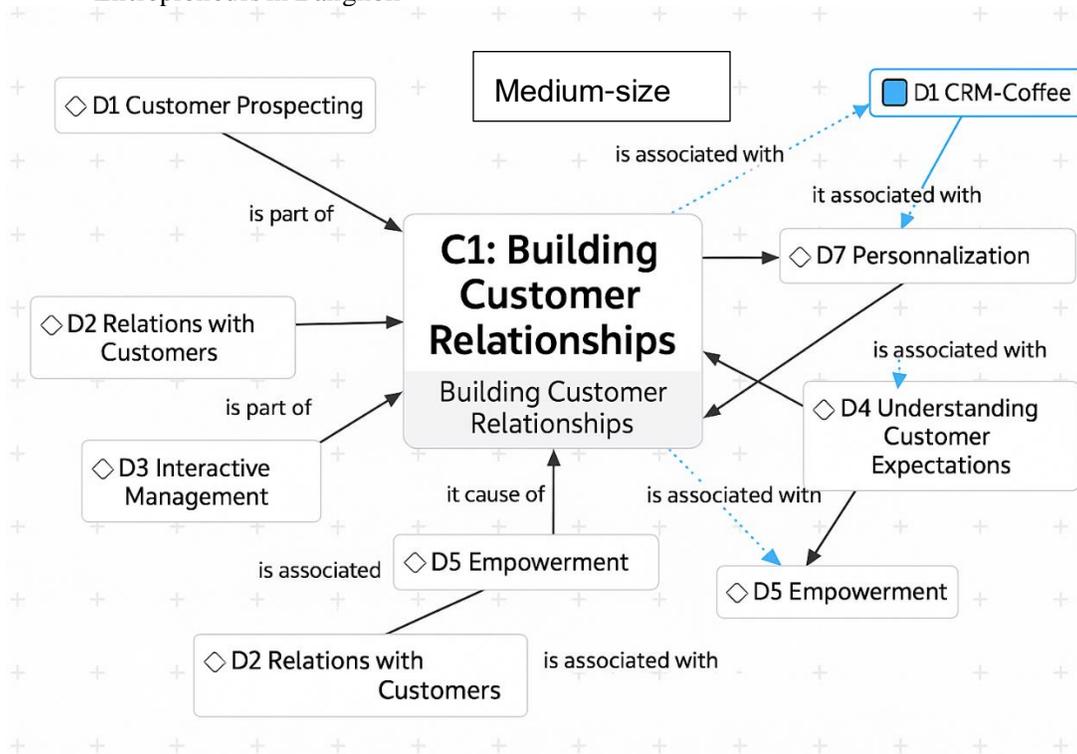


Figure 3 indicates that D1 Customer Prospecting, the entrepreneurs used POS systems or Excel recording systems to store customer data. The researchers found that this code connects to the main code as “is part of,” which reflects that having customer database is an essential component in planning CRM strategies. D2 Relations with Customers is a code that has relationships of both “is part of” and “is associated with” the main code. It shows that having customer relations department or organizing activities with customers is an important part in building sustainable relationships, and also relates to D3 (Interactive Management). D3 Interactive Management, using digital channels, such as LINE OA, Facebook, or IG to interact with customers. This code connects to D2 as “is part of” and indirectly to the main code C1. As for D4 Understanding Customer Expectations, businesses used satisfaction surveys to understand customer needs. This code is “associated with” C1 and connects to D5 with “is cause of” relationship, which reflects that understanding customers as the foundation of development and empowerment in services. D5 Empowerment is a dimension that the researchers found to have relationships in many dimensions, both “is part of” (as a part of

relationship building), “is cause of” (as a factor causing strong relationships), and “is associated with” with many codes, especially with D4 and D2. Empowering front-line staff helps provide fast, flexible services and respond to customers in a timely manner. And finally, D7 Personalization is a code that “is associated with” the main code. It reflects that designing promotions or services for each individual customer, such as using historical data to recommend products, plays a psychological support role in building impression and special feeling for customers.

Figure 4: Customer Relationship Management Strategies of Large-Sized Fresh Coffee Shop Entrepreneurs in Bangkok

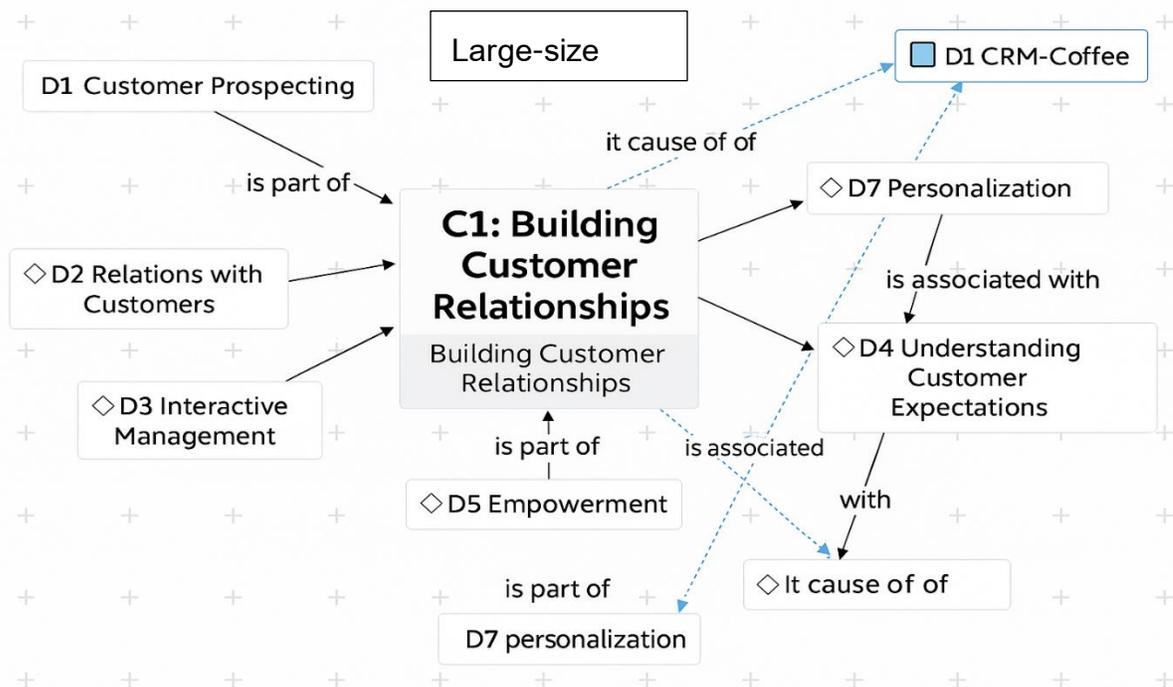


Figure 4 reveals that D1 Customer Prospecting means the strategy of tracking and collecting customer data, which large-sized fresh coffee shop entrepreneurs tend to use CRM systems with automatic functions to collect purchasing behavior, membership data, and customer trend analysis. In the diagram, this code has the relationship “is part of” with C1, meaning it is one component of building good relationships. D2 Relations with Customers represents the implementation of building relationships with customers through membership systems, customer relationship activities, and deep relationship management. This code has both “is part of” relationship with C1 and connects to D3 Interactive Management. D3 Interactive Management means interactive communication, where large-sized entrepreneurs use omnichannel systems, including Call Center, LINE OA, Mobile App, Website, and integrated social media, to ensure continuous and responsive communication. This code is part of D2 and indirectly related to the main code. D4 Understanding Customer Expectations is the

process of understanding customers through surveys such as CSAT (Customer Satisfaction Score), NPS (Net Promoter Score), or text analysis. This code has the “is associated with” relationship with the main code C1 and is directly related to D5. D5 Empowerment is giving authority to employees to make decisions in responding to customers, such as in complaints or requesting additional information, by having Standard Operating Procedures (SOPs) and systematic training. This code has both “is associated with” relationship with C1 and “is cause of” with D4. The researchers interpreted that when employees are empowered to make appropriate decisions, it helps better meet customer expectations and leads to strong relationships. D7 Personalization reflects customized services, where large organizations use Big Data and AI to design customer experiences that match their needs, particularly sending personalized promotions or recommending favorite menu items. This code connects to C1 with the relationships “is part of” and “is cause of,” showing that personalized service has a direct effect on building customer relationships.

11. Conclusion and Discussion with Previous Research

The research results on customer relationship building in three business sizes of fresh coffee shops—small, medium, and large—were analyzed through the main code (C1: Customer Relationship) and the related subcodes: D1: Customer Prospecting, D2: Relations with Customers, D3: Interactive Management, D4: Understanding Customer Expectations, D5: Empowerment, and D7: Personalization.

11.1 Results of the Study on Customer Relationship Building in *Small-Sized Fresh Coffee Shops*

It was found that strategies used in small fresh coffee shops had distinctive characteristics that emphasized "closeness" and "flexibility," which resulted from direct management by the shop owner. Customer data tracking (D1), such as remembering favorite menus or using short surveys, was a crucial part of building quality relationships. This is supported by the research of Paiboon & Pongsathornwiwat (2021), which indicated that customer data management in small coffee shops helps determine purchasing behavior and can lead to effective sales increases.

Informal and close relationships (D2) between shop owners and customers—such as greeting and remembering names—played an important role in long-term brand attachment. Badrul (2021) found that interpersonal factors significantly affected customer loyalty in the context of Thai coffee shops.

For communication (D3), using channels like LINE or a Facebook Page to communicate closely with customers was a strategy that enhanced trust and engagement. Digital Marketing for Asia (2021) stated that LINE is a key tool in marketing communications in Thailand, especially at the personal level.

Understanding customer expectations (D4), such as observing behavior and directly asking for opinions, helped improve products and services effectively. The research of Doukoure & Supinit (2015) confirmed that measuring expectations and service quality using

SERVQUAL was related to customer satisfaction in coffee shops.

Regarding empowerment (D5), the research found that when shop owners could make their own decisions—for example, handling urgent problems or adjusting services to individual customers—it led to high flexibility and contributed to sustainable relationship building. This aligns with the work of Siripipatthanakul (2022), who found that empowerment in service processes affected purchase intention and customer satisfaction in online channels.

Lastly, personalization (D7), such as remembering customers' regular menus, adjusting flavors, or offering individualized promotions, had a direct effect on the feeling of attachment and customer loyalty, especially in small shops where customers received personal attention. Panya (2024) supported that using AI to create personalized experiences in beauty services significantly increased customer loyalty, and this concept can be effectively applied in the coffee shop business context.

As reported, the success of CRM strategies in small coffee shops does not lie in advanced technological systems but arises from the behavioral components of the shop owner, namely understanding customers, attentiveness, and responsive service, which are the heart of long-term relationships between customers and the shop.

11.2 Results of the Study on Customer Relationship Building in *Medium-Sized Fresh Coffee Shops*

The research findings on customer relationship building in medium-sized fresh coffee shops revealed unique characteristics that emphasize close and friendly relationships with customers through the use of historical data, proactive communication, and personalized services. The data showed that Customer Prospecting (D1) indicated that most entrepreneurs used POS systems or Excel-based data recording to store customer data. Such information was considered a fundamental structure for planning CRM strategies in areas, such as promotions, marketing campaigns, and further personalization. This corresponds with the research of Paiboon & Pongsathornwiwat (2021), which stated that systematic customer data management allows small businesses to analyze behaviors and maintain effective customer relationships.

As for Relations with Customers (D2) and Interactive Management (D3), both highlighted the importance of having formal and informal communication channels, such as LINE OA, Facebook, or IG, to foster continuous interaction. D2 was linked with the main CRM code both structurally (“is part of”) and semantically (“is associated with”), indicating that human relationships remain central to CRM. The study by Multiable (2024) supports this idea by stating that two-way communication and quick responses through digital channels are key drivers of customer loyalty in modern coffee shops.

Regarding Understanding Customer Expectations (D4), entrepreneurs collected satisfaction data via surveys which led to service improvements and innovations that foster a sense of “participation” with the brand. When such data were used to improve services or to empower staff to care for customers with flexibility (D5: Empowerment), it further reinforced the creation of long-term sustainable relationships.

Additionally, Personalization (D7) was found to have a psychological impact in creating a sense of “specialness” for customers. Personalized promotions, product recommendations based on purchase history, and greetings on special occasions, particularly birthdays had significant effects on customer impressions and repeated behavior. The research of Piraintorn & Booranavitayaporn (2023) supports this point by stating that the ability to offer what customers truly want enables medium-sized coffee shops to compete sustainably in the highly competitive urban market.

As seen, the success of CRM strategies in medium-sized fresh coffee shops lies in a customer relationship management style that emphasizes “humanity” over systems. Despite lacking complex CRM platforms, smart use of data, close communication, and a sense of friendliness and personalization all contribute to the development of long-term customer relationships in an efficient and sustainable manner.

11.3 Results of the Study on Customer Relationship Building in *Large-Sized Fresh Coffee Shops*

The research results on customer relationship building in large-sized fresh coffee shops in Sathorn District, Bangkok revealed unique characteristics that emphasized integrated management using technology and CRM strategies systematically and efficiently. It was found that customer tracking and data collection using CRM systems with automated functions—such as purchase behavior analysis, membership registration, and customer trend analysis—are essential foundations for initiating relationships. The study of Mustak, Hallikainen & Laukkanen (2024) supports that the use of machine learning in analyzing user-generated content helps to understand customer needs more deeply and accurately, leading to more effective CRM planning. D2: Relations with Customers involves continuous relationship building with customers through membership activities and CRM systems designed for long-term interaction. D3: Interactive Management refers to integrated communication through various channels (omnichannel), such as call centers, LINE OA, applications, websites, and social media. Data from all these channels are gathered and analyzed together to ensure timely and accurate responses to customer needs. Gereá, Gonzalez-Lopez & Herskovic (2021) stated that an omnichannel strategy that connects customer experiences at every touchpoint is key to sustainable long-term customer management. D4: Understanding Customer Expectations is conducted through satisfaction and expectation measurement tools and customer feedback, serving as a guideline for understanding and continuously improving services. D5: Empowerment involves granting decision-making authority to frontline employees in handling immediate problems and providing customer information. There are standardized operating procedures (SOPs) and systematic training, which aligns with the study of Hancer, Gazzoli & Park (2010) who found that empowering employees to make decisions helps increase customer satisfaction and enhance service quality impressions. D7: Personalization refers to personalized service delivery through the use of big data and AI, by designing offers and experiences that align with the specific needs of each customer. The research of Katikar (2024) shows that AI-driven personalized services can significantly enhance marketing strategy

efficiency and increase customer lifetime value, while also cautioning about the importance of ethical considerations in personal data management.

Overall, the success of CRM strategies in large-sized fresh coffee shops is characterized by comprehensive customer relationship management, emphasizing continuous communication, deep customer data analysis, and personalized service aligned with the expectations of modern consumers.

12. Suggestions and Future Research

Based on the obtained findings, fresh coffee shop entrepreneurs of all business sizes need to pay close attention to customer relationship management (CRM) strategies to both attract and maintain their customers' satisfaction and loyalty. All seven components in building customer relationships should deserve close review from time to time in a service cycle as seen appropriate.

As for future research, it would be interesting to investigate why D 6 Partnerships did not seem to carry weight in the data analysis to affect customer relationship management. The issues on employee empowerment, as well as precise personalization should also deserve in-depth examination as key CRM strategies in support of competitiveness among all business-sized fresh coffee shops for high customer service quality.

13. The Authors

Anuchit Khluinak, Duenden Wasunan, and Catthaleeya Rerkpichai are staff members in the Faculty of Management Science, Bansomdejchaopraya Rajabhat University, Bangkok, Thailand. They share research interest in the areas of digital marketing, customer relationship management strategies, creative entrepreneurship and current issues in trendy enterprises.

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