



IMPROVING E-COMMERCE SERVICE FOR BETTER CUSTOMERS' SATISFACTION.

CASE: SHOPEE VIET NAM

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BACHELOR'S THESIS

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ABSTRACT

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Improving e-commerce service for better customers' satisfaction.
Case: Shopee Viet Nam

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This bachelor's thesis was done with the purpose to find out the existing problems for one of the biggest online marketplaces in Viet Nam: Shopee, using theoretical approach. From the findings, suggestions were given for each problem to help Shopee improve its service, increase its competitiveness and reputation on the market. This thesis was not commissioned by Shopee, and the research was done without the company's participation or company-owned data.

The problem of Shopee was spotted from observation through review sites where Shopee was constantly rated very low and received many negative reviews. An interview was conducted randomly on the walking street to collect honest opinions from customers of Shopee. The answers were then analyzed and synthesized into a graph. The most concerns from Shopee's customers were revealed from the analysis which is: delivery, customer service, and conflicts between buyers and sellers.

From the result, relying on theoretical background on the three concerns, feasible solutions for improvements were suggested which would help increase competitiveness and reputation of Shopee on the market. Shopee is different from other online marketplaces because it opens opportunities for more people to join easily, the downside for this way of doing business is that more problems occur which affects the trustworthiness of Shopee's customers.

The reviews were observed from international review sites as well, Vietnamese customers' reviews were more considered. Even though Shopee does change their regulations often, the problems spotted out still exist and Shopee should consider these feedbacks from their customers more than focusing on trying to do different experiments for their business themselves.

Keywords: Shopee, e-commerce, customers' satisfaction, customer loyalty

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1 INTRODUCTION

In the age of technology where the internet is faster than ever, people are going crazy towards mobile usage. The internet has become a miniature society and people are doing almost everything such as socializing, learning, entertaining, shopping... online. The more advancement and knowledge that people get, the more comfortable people want their life to be. We are all aware of the fact that everyone loves shopping, some shop almost every day and the demand is huge. But not everyone likes going to the store every day, especially in Vietnam where about ninety-five million people are living and the traffic is probably one of the complicated cases in the world. When it comes to online shopping, it is much more enjoyable, addictive, and trouble-free.

Shopee is one of the biggest e-commerce platforms in Vietnam at the moment, even though the company was not the first one who entered Vietnam's market. The reasons for their amazing impacts are: Firstly, the registration process for sellers is relatively simple and does not require official documents to register. Thus, their platform offers various types of products. Secondly, the platform provides a live chat function to let sellers and buyers communicate easily. Thirdly, the shipping time is fast. The fourth reason is that their policy allows sellers to reduce their price to the limit they want. Finally, Shopee has been spending a huge budget on advertising and marketing from an early stage.

Despite the growth in sales and reputation that they are gaining, the company does not perform as well as they promised. There are tons of complaints on Trust Pilot, Facebook, CH play review which can knock Shopee out of the league. The advantages of Shopee over competitors also become disadvantages of this company. Because their registration process does not require strict documents, everyone can easily become a seller without any guarantee. The products are diverse but the quality does not align with the price. Besides, the shipping time is relatively fast which pushes the shipping cost higher than other competitors. Shopee has been operating in Vietnam for roughly three years but their website still lacks functions. There are problems with the system which does not show the order list on the buyer's account, plus, there is no email or SMS message to

confirm that the order has been recorded. Thus, the buyer cannot review, adjust, cancel or follow up the process of their order. The delivery process is also a minus as well because the system does not notify buyers when their order will arrive, there is no way to know that until receiving the shipper's call when they already arrive in front of the door. Shopee is an e-marketplace that allows retailers to place their products on Shopee's website and offer a channel for direct communication between buyers and sellers. Thus, there have been some conflicts between sellers and buyers and it is unavoidable. So when a conflict happens, Shopee still has the responsibility to identify which is the problem and the problem is from which side, then offer a way to resolve and reconcile two sides, because both buyer and seller are Shopee's customers. However, there have been so many people who said that Shopee did not put their effort into helping resolve the problem, in most of the cases they went silent and left that case pending.

1.1 Objectives and purpose of the thesis

Although there are so many complaints on review sites and Shopee's official website, there have been no actions from Shopee to improve their situation at the moment. The purpose of this thesis is to highlight the company's flaws and suggest practical solutions for Shopee's operational and service strategies, to help Shopee stay strong in the top trust-worthy e-commerce platforms in Vietnam and not being knocked out from the market in the next couple of year. Thus, the research tries to answer these two questions:

- (1) What specific aspects that customers are not happy with when shopping on Shopee?
- (2) How can Shopee deliver their best service to their customers, increase their credibility and gain more advantages than their competitors?

The first question indicates the flaws in Shopee's service and policy which affect customers' buying experience. This is the first step to find out the right solutions for the company before making any strategic plan for the future. The second question helps to find out their best practices that suit their future vision and goals,

make them stand out, and differentiate them from their existing competitors on the market.

Objectives and goals:

- The first objective is to indicate the problems from Shopee's service and policy which have made customers complain.
- From those findings, come up with specific strategies to improve the company's performance and gaining customer loyalty.

1.2 Research method

The study is focused on Shopee Vietnam, all the sources of findings based on articles, news, and reports about Shopee's activities within the country. Data needed for this topic is specific information about a personal experience, therefore qualitative data collecting method had to be applied in this case which was an interview to be more specific. The interview took quite some time to finish. It could still be done by doing a survey, however, because this is open-ended questions, not multiple-choice questions so an interview was the better method which helped increase the response rate.

Qualitative data was collected mainly by face-to-face interviews. 50 online interviews were conducted. Face to face interviews were done in the different locations in Ho Chi Minh city. Interviewees were chosen randomly and were asked the same questions. Interviewees were given a candy as an incentive to encourage and thank them for participating in the interviews. Answers collected were sorted out and then analyzed to produce the result. From the result, real problems were identified.

1.3 Thesis structure

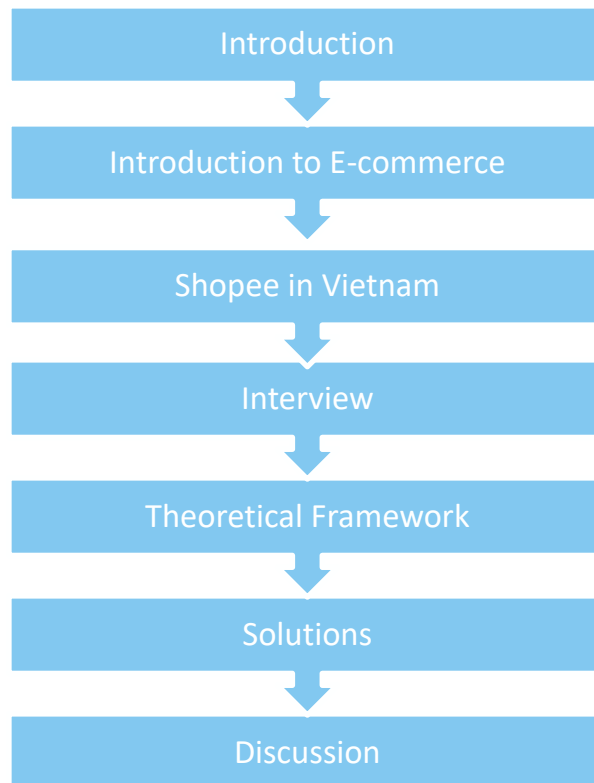


Figure 1: Thesis structure

The first part presents the research background. The second part talks about e-commerce history, types of e-commerce, and the growth of e-commerce in the Vietnam market. Shopee is introduced in the third part, which draws a clear picture of Shopee's business status and the reason why Shopee was chosen to be presented in this thesis and finding the issues that Shopee is having through research and observation. The fourth part is about the process of finding the exact issues through qualitative research method. Interviews were conducted, then the data collected were analyzed to generate the final result to answer the first study question. In part five, books and journals about related topics of e-commerce are reviewed. The next part of this thesis, part six, focusses on suggesting solutions to resolve problems for Shopee based on data analysis and theoretical frameworks. The final part presents the importance of this research, limitations and improvement suggestions for future research.

1.4 Research timeline

Task name	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2012
Topic research							
Literature review							
Structure the content							
Prepare questions for the interview							
Conducting the interviews							
Organizing and analyzing data							
Write thesis							

2 INTRODUCTION TO E-COMMERCE

This chapter will introduce the definition of e-commerce and all the types of e-commerce existing on the market. From there, digging deeper into the history of e-commerce and lastly, drawing the whole picture of e-commerce in Vietnam.

2.1 What is E-commerce?

Along with the revolution and constant changing of the internet and technology, a new way of doing business was born which had changed the whole buying process and experience gradually and today, there is no doubt that it has shaped the whole world's buying habit differently than in the past. E-commerce stands for electronic commerce. According to a course material published by Karnataka State Open University (2014), the characteristics of e-commerce can be described as: " With the advent of the Internet, the term e-commerce began to include:

- Electronic trading of physical goods and of intangibles such as information.
- All the steps involved in trade, such as on-line marketing, ordering payment and support for delivery.
- The electronic provision of services such as after sales support or on-line legal advice.
- Electronic support for collaboration between companies such as collaborative on-line design and engineering or virtual business consultancy teams. " (p. 4)

History of e-commerce:

In 1979, Michael Aldrich who was an English entrepreneur invented an online shopping site which allowed online transaction between consumers and businesses, or between different businesses. The system was introduced to mainly B2B models and was sold in the UK, Ireland, and Spain.

The buying habits of future consumers were predicted and described within the book *Future Shop: How Technologies Will Change The Way We Shop And What We Buy* published in 1992. An outline of the book explains:

“For hundreds of years the marketplace has been growing more complex and more confusing for consumers to navigate. Published in 1992, long before the Internet became a household word. Future Shop argued that new information technologies, combined with innovative public policies, could help consumers overcome that confusion. A prescient manifesto of the coming revolution in e-commerce, Future Shop’s vision of consumer empowerment still resonates today.”

Marketplace, online payment and the speedy growth of e-commerce worldwide

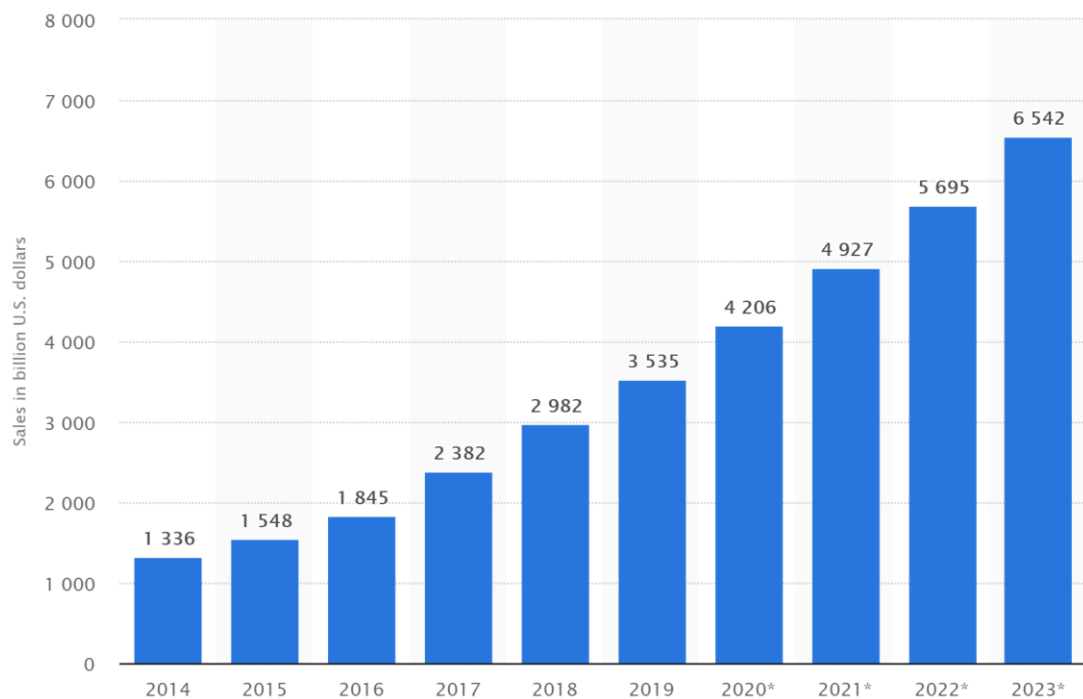
The change of the world wide web has paved a bright path for the evolution of online stores in the mid-nineties. One of the first e-commerce websites in the world, Amazon, was launched in 1995 and it has opened a new era for future consumerism. In the beginning, Amazon only had one product: book in their category. Nowadays, the company has become the "big guy" in the online retail world with its categories has expanded to anything we could think of: music and videos, furniture, household appliances, electronic devices, cosmetics, toys... After Amazon’s success story, there were many e-commerce websites appeared on the market. Today, other brick-and-mortar stores such as Walmart, Costco also have seriously stepped up into digital games with their e-commerce sites.

When it comes to online shopping, online payment plays an important part in the buying process. In 1998, one of the earliest companies that provide online payment was PayPal, which introduced itself as an acquisition that handles payment processes for online vendors, auction sites, and other commercial users. PayPal provides an easy and quick way to send and request money online: transfer money (abroad) to family, friends, online shops, and auction sites like eBay. Today, Paypal can be enabled in 26 currencies worldwide.

Due to the advancement in technology such as internet connection is almost everywhere, the increase in mobile usage, social media, service competition makes

shipping faster than ever with low cost, e-commerce has been growing at an unprecedented rate. Everyone is crazy about online shopping because it opens the whole world in their hands, they can surf, comparing prices, put products in a cart, and decide to purchase anytime they like.

Figure 2: Retail e-commerce sales worldwide from 2014 to 2023 (in billion U.S. dollars) (2019; statista.com)



Online shopping is one of the most popular activities on the internet. We can see in the above graph, from 2014 to 2019, e-commerce grew up to 164.6 percent and still grew very strongly. In 2023, the forecast amount of sales in the retail e-commerce sector will amount to 6.5 billion U.S. dollars worldwide.

2.2 Types of E-commerce Models

E-commerce is often known as the process of selling and buying products or services electronically on the internet between merchants and consumers. People often only know about the most common types of e-commerce which is B2B or B2C, however, there are more than that depending on the supply and demand on the market. It is hard to count all the types of e-commerce, so the five most common models will be mentioned here.

Business to Business E-commerce (B2B)

Business to Business E-commerce is an exchange of products electronically among businesses. The pros of B2B e-commerce are that this is a channel where businesses can easily look for and reach each other, reducing costs and time. This allows a business to search for products and services and conducting a transaction through e-procurement interfaces. And because the transaction is done digitally, the efficiency is a big plus for wholesalers, manufacturers, distributors... Flexfire LED is a good example of this B2B e-commerce model. Flexfire LED is a famous manufacturer and distributor of linear LED strip lighting products and also a lighting advisor. Their customers are Google, Apple, Ford, Walt Disney...

Business to consumers e-commerce (B2C)

This is considered the most popular and well-known form of e-commerce, where businesses place offers of their products or service to mass consumers through a website or a mobile app 24 hours and accessible for everybody all over the world. Nowadays, along with the change in technology and the internet is everywhere, almost every business build their websites, spending huge budget on getting their websites spread widely and reach as many people as possible. Moreover, doing business this way helps businesses get more information from customers and can track market trends more easily than before. Amazon, eBay, Lazada... are e-marketplaces that also fall in this B2C model.

Consumers to consumers e-commerce (C2C)

The process of trading products and services online between consumers. The transaction is made through an online payment system such as PayPal or Speaking and on a website provided by a third party such as eBay, Flipkart, Fiverr. The advantage of this C2C business is the strong social linking between buyers and sellers. C2C platform also builds a community for open discussion and reviews which makes buying decisions much easier and more reliable. On the other hand, sellers also benefit from these C2C websites. It helps reduce upfront costs such as store renting, hiring employees, marketing... and it also covers both national and international markets.

Consumer to business e-commerce (C2B)

This is an interesting business concept but it does exist in the e-commerce world. C2B business is known as a consumer to business, is where customers play active roles like the one who introduce and display their offers to businesses. One good example is Upwork or other websites for freelancers. These are a marketplace where customers or employees post their work and service and interested companies may respond with bid proposals. Other examples for C2B e-commerce are review websites or the most popular form is sponsored posts and endorsements by influencers.

Business to employees e-commerce (B2E)

According to research conducted by Simon Kemp and Sarah Moey 2019, about 59 million people are using the internet in Vietnam. In 59 million internet users, Simon and Sarah used GlobalWebIndex to calculate the percentage of users aged 16 to 64 who performed each e-commerce activity in Vietnam. The result shows that there is 78 percent of people purchased products or services online, 89 percent self for things to buy on e-commerce websites. Those numbers prove that buying preferences have changed to a more convenient way and the demand in the e-commerce sector in Vietnam is huge.

2.3 E-commerce in Vietnam

E-commerce in the Southeast Asian market has sky-rocketed over the past recent years and Vietnam's e-commerce growth rate ranked second in the region in 2018 according to a report from Google and Temasek. Vietnam has a percentage of young people very high, on top of that the increase of smartphone use and internet speed, are important components that make the country one of the fastest-growing markets in the e-commerce sector.

Increase in online usage leads to increase in e-commerce activities



Figure 3: E-commerce Activities in Vietnam September 2019 (datareportal.com, 2019)

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Consumption trends

Consumption trend is one of the most important factors that affect the growth of e-commerce in the retail sector.

Firstly, Vietnam has a relatively young population which explains why internet usage is so high in Vietnam. According to worldbank.org's report in 2019, about 70 percent of Vietnam's population is under 35 years of age. Young people are spending so much time every day surfing and discover things online. They feel more convenient and comfortable ordering than going to a physical store because there are many social disadvantage factors such as the crazy traffic condition in big cities, the heat, air pollution, and time-consumption. Young people are the main cause that drives the rapid growth of Vietnam's e-commerce market.

The rise in numbers of middle-class population is also a big factor that influences consumers' expenditures. Vietnam has more than 96 million people and the middle class grows the fastest among Southeast Asian countries and is expected to grow from 12 million in 2012 to 33 million by 2020 (Deloitte Vietnam Company Limited, 2019, p.11).

At the same time, social media channels also contribute greatly to the booming of online shopping. Typical social platforms such as Facebook, Instagram, and Zalo have created a link between sellers and buyers, help them interact and communicate much more easily, sharing real-time reviews, pictures, information. These C2C activities are very popular because of the efficiency in transacting information actively.

Furthermore, Vietnamese are getting accustomed to using online payment. At the moment, almost every bank in Vietnam connects to Timo and Momo - two financial service companies - to offer their customers an e-wallet solution that offers free money transfer, online and offline payment, service fee, withdrawing money at any bank domestically. Currently, 50 percent e-commerce's transaction is processed through card payments, and the rate of new cashless methods is expected to increase strongly. Surveys estimate that e-wallet payments will make

up 28 percent of the total e-commerce expenditures in Vietnam in 2019 (Deloitte Vietnam Company Limited, 2019, p.12).

Forecast

In a forecast, around 30 percent of Vietnam's population will shop online by 2020, spending an average of US\$350 per person each year.

According to the US Frost & Sullivan consulting firm's forecast, Vietnam's e-commerce value will be amounted to \$3.7 billion by 2030. Department of E-Commerce and Digital Economy predicts that a person will spend an average of US\$350 annually for online shopping by 2020.

Many foreign and local players, as well as affiliate marketers, will see this e-commerce boom as a great opportunity. Indoleads.com, one of the most common affiliate networks in Southeast Asia, has access to 500+ direct affiliate programs from over 60 countries around the world, enabling local players to extend their regional reach into Asian, Brazilian, US, and UK markets.

3 SHOPEE IN VIETNAM

Shopee is a company under Garena – a SaaS provider based in Singapore. Shopee app supports trading activities within 30 seconds, allows sellers and buyers to communicate in real-time on the app. Moreover, Shopee also provides sales training courses that add value and differentiate them among other e-commerce players.

3.1 Entering Vietnam

Shopee entered the Vietnam market on August 8th, 2016. Before Shopee, there were already two big guys who dominated the e-commerce market in Vietnam: Lazada and Tiki. To stand out and keep up with their existing competitors, Shopee focus heavily on television and online advertising to attract users during the first year.

In an interview between Vietnam Economic News' Nhat Quang with Shopee Vietnam Managing Director Pine Kyaw in 2017, the insights of Shopee's goals and business strategies were revealed. Vietnam is considered the third important market among the seven markets. Shopee sees that Vietnam is a promising market because of its young population with a steady growth in internet usage which leads to a high ability to spend online. The company does not only focus on trading activities on their app but also wants to educate the market on e-commerce activities. This strategy is a smart movement of them because it not only benefits in drawing more people to join e-commerce activities but also help them define themselves as a trustworthy guy in the game.

The biggest concern when buying online is the trust of sellers to buyers, the products' quality. Shopee offers a solution for this major problem by providing features that allow buyers and sellers to get to know each other, chatting, reviewing, evaluating the sellers. The unique point of Shopee is that they will hold the money for the buyers until the buyers are satisfied with the products they get and then release the money to the sellers.

3.2 Challenges and problems

Vietnam is a promising market for e-commerce players thanks to the young population, growth in income, rising internet and mobile usage. However, there is still a long way to go because it is just an early stage in e-commerce in Vietnam. The logistics infrastructure is not completed.

Meanwhile, Shopee is not the only e-commerce player on the market. Before Shopee, the Vietnam market was led by the famous Lazada who dominated Vietnam's e-commerce market in 2012. The market is quite familiar with Lazada and Tiki, another famous name among Vietnamese. Therefore, since the very first steps of Shopee in the Vietnam market, the company's biggest strategy was to gain market share and brand awareness across Vietnam's regions. Over-spending on advertising and marketing is the biggest reason which leads to high negative EBITDA (Earnings Before Interest, Tax, Depreciation, and Amortization). After the first year of focusing on business expansion, Shopee's reputation, as well as their revenue, increased at a speedy rate, but along with that their cost of revenue also jumped high. Cost of revenue also amounts from all the costs of e-transaction fees, ancillary service for increasing the quality of customers' journey, and staff compensation and benefit costs.

The high cost of revenue is not the problem of only Shopee but other e-commerce players as well, but to sustain in the e-commerce game until starting to earn benefits like Amazon or eBay, there is still a long way to go for Shopee.

3.3 Customers' complaints

Despite Shopee's policy to hold money from buyers until customers feel satisfied with the products they received, there is still scam reported on Shopee or other review websites. Shopee offers simple registration and sellers are not required to prove any documents, they can always create an account create an online store, and then start to post products on the store, that is the reason why Shopee was reported to be the highest e-commerce site which has scam rate relatively high. Another Shopee's policy is sellers can decide a discount number whichever they

want which leads to the problem that the price range of the same products are so different and buyers can be confused and do not know which product is authentic. During promotions or special days such as 11.11, Christmas, New year, there are many cases reported that orders were canceled by sellers for no reason or information from their end. Shopee does not give out any policy to solve this problem to protect buyers, this is another downside of Shopee which drags their customers' experience down and adding bad reviews for Shopee.

According to sitejabber.com, Shopee receives 1.84 stars from over 100 reviews. The most popular reviews relate to customers' dissatisfaction with their purchases on Shopee. Shopee also receives 1.4 stars on Trustpilot, with similar reviews about bad customers' experience.

Quang Lương Công
★★★★★ 7 tháng 2, 2021
Shop giao hàng rất lâu

Shopee 5 tháng 2, 2021
Chào bạn Quang Lương Công, cảm ơn bạn đã phản hồi. Shopee rất vui khi nhận được góp ý tích cực từ bạn. Shopee sẽ cố gắng hoàn thiện để đem đến trải nghiệm tốt hơn đến người dùng ạ. Nếu cần hỗ trợ, bạn liên hệ trực tiếp qua <https://shopee.vn/tro-giup> giúp Shopee nhé.

BFF Yaki
★★★★★ 7 tháng 2, 2021
Đặt vào 1 thời điểm 2 đơn mà phải nhận 2 lần rất mất thời gian mong sau này nhận cùng 1 lúc cho tiện ạ

Thanh Tùng Trần
★★★★★ 7 tháng 2, 2021
Mọi thứ đều tốt! Nhưng chỉ chấm 4 sao vì giao hàng ko báo trước nên rất thụ động, mất thời gian chờ chực không dám đi đâu cả.

Figure 4: Reviews from Shopee's customers (play.google.com)

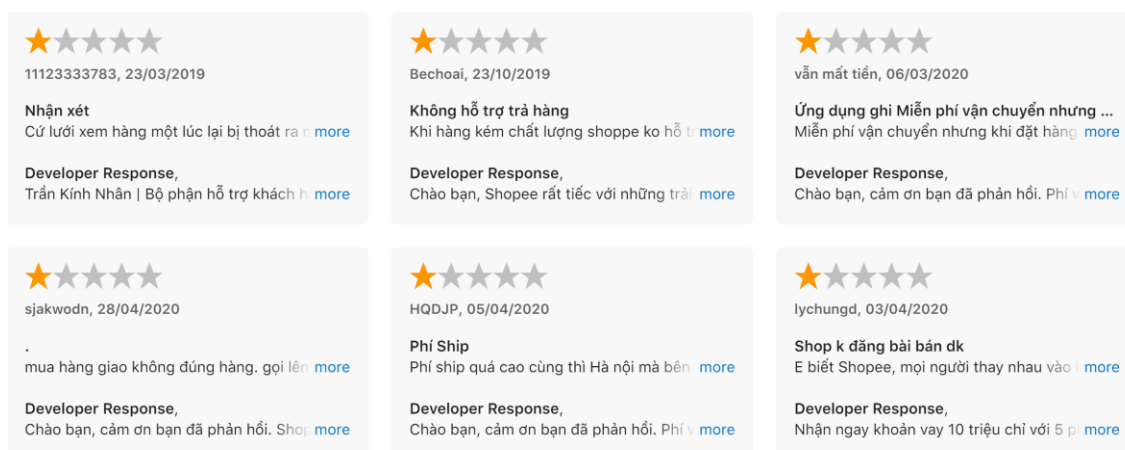


Figure 5: Reviews from Shopee's customers (apps.apple.com)

The reviews of Shopee's customers showed that there are problems in the way of doing business. Even though Shopee has the most users compared to other online marketplaces, customers' satisfaction is an important point that Shopee needs to seriously consider.

4 INTERVIEW

To outline specific problems that affect customers' experience, customers who purchased products or sell products on Shopee were interviewed. The hypothesis is that customers think Shopee's policies are not strong enough to protect buyers from scams, also bad customer service does not help them solve the problems at all.

The purpose of the interview is to learn more about customers' experience from shopping at Shopee and find out what main problems are, a total of 50 people who already purchased products on Shopee were interviewed at different locations in Ho Chi Minh city. Ho Chi Minh city was chosen to be the place where the interview was conducted because this is the main economic city in Vietnam, which is the main market that Shopee targets. All the trading activities happening in this city. By interviewing and collecting information from buyers, we will be able to identify the impediments in the purchasing process and find out whether that hypothesis is true.

To get the best result from the interview, all the elements that may have a bad influence on the opinions such as gender (women tend to be more sensitive and expect more than men), economic status, backgrounds, age were eliminated from the requirements for interviewees. The only crucial condition is that all the interviewees already shopped on Shopee before, at least once in their life. The interview was carried out randomly on the street where there were lots of groups of people who hang out and have fun. The first question to ask was whether they had any experience buying anything on Shopee in the past. If the answer is "Yes", the next question is "What are the pros and cons of shopping at Shopee?". The first question was to identify the right people for the interview to be continued, the second question was more specific about their experience without adding any ideas for the interviewees before they answered to avoid influencing the answers. Other questions about the experience using Shopee were asked based on whether the interviewee is a buyer or seller on Shopee. Notes were taken during the interviews.



Figure 6: Result from interviewing Shopee's customers

The result proved that customers did encounter difficulties when shopping on Shopee. The first question about the specific problems that affect customers' experience has been answered. According to the interview's result, the long-time response from customer service accounted for 53 percent of responses, handling conflict with sellers was 43 percent, delivery problems accounted for 39 percent and 20 percent said they were satisfied with Shopee's service. Because the interview questions were open questions, people answered the same things about their experience. Therefore, the total percentage was not 100 percent.

The most interesting finding after the interview was all problems mentioned in the interview's result was similar with reviews online that could be found on review websites or forums, which proved that interview's result was trustworthy. The problems have been happening quite often and quite sometimes, however, Shopee has not given out any new policy to fix the existing problems.

5 THEORETICAL FRAMEWORK

In this chapter, a theoretical overview of customer services and delivery is reviewed. Customer services will be presented in the first part because the percentage of customers' bad experience in customer service was the highest, which means that this is the biggest concern for the company. The second part focuses on analysing customers' behavior and expectation which increases the competitiveness in delivery service among e-marketplaces in the market.

5.1 Customer services

When it comes to the term customer services, there are many explanations such as a team who help customers resolve problems that occur before, during, and after product or service purchasing process, their job is to help increase the quality of customers' journey and make them happy. In conclusion, customer service involves making sure the products were delivered to the right customers at their preferred time and place. (Murphy & Knemeyer 2018, p.34).

Today, every business puts their effort and priority on increasing service quality to support their customers. Acquiring new customers costs much higher than the retaining customers. "Approximately 95 percent of unhappy customers do not communicate their unhappiness to the responsible organization and they won't return as customers—but they will tell nine people about their unhappiness". (Murphy & Knemeyer 2018, p.137). Besides, loyal customers bring more recurring revenue for the company than new customers who buy products out of curiosity. Those are the reason why customer services play an important role in every business these days, especially in e-commerce business where customers can access other stores and compare price as well as product quality easily, they have many more choices than in the past. Therefore, e-commerce businesses differentiate themselves by their unique customer services. Along with the advancement in technologies and globalization, the demand level for customer services is higher. According to Murphy & Knemeyer (2018), there are four factors of customer services (p.138):

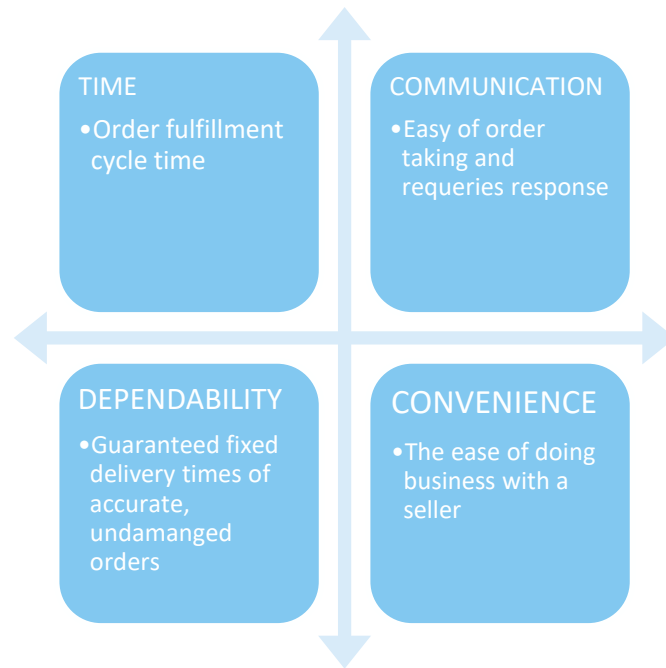


Figure 7: Four dimensions of customer service

The explanation of each dimension is broken down below:

Time

Time refers to the period between a successful order cycle and the next one. This is one of the important expectations of customers these days. People want to buy product quickly and receive it quicker. Therefore, many e-commerce retailers push the delivery time fast. Lotte Mart delivers their products within three to four hours after receiving the order. Tiki offers a two-hour delivery service for their customers for some items.

Dependability

Three elements in dependability are: safe delivery, and complete delivery, order cycles. (Murphy & Knemeyer 2018, p.138). The term dependability indicates the reliability of the service. "Dependability of service is key for all users regardless of location or application or usage. If a service isn't available when the end-user needs it, the rest probably won't matter". (Langston, 2019). The order cycle is

important but according to Murphy & Knemeyer, many companies put order consistency over order speed, because it is more sustainable.

The next element, safe delivery, is also an important condition that affects customer's experience. In the review section on e-commerce websites, the most-posted reviews are the condition of products after customers received them. It is the first factor in the evaluation parameter of customers for the service of the company. Safe delivery also slows down the order cycle.

Completeness delivery is measured by order fill rate which is the percentage of orders that can be fulfilled from existing stock. Loss or damaged goods can result in incomplete delivery and cause customers' experiences to become negative.

Communication

The purpose of communication is to exchange information, discussion, and negotiation between seller and buyer, it has to be two-way communication. Effective communication is both seller and buyer can deliver their message well to each other before, during, and after purchasing process. (Murphy & Knemeyer 2018, p.138). Since the born of social media and the growth of the internet, online communication apps, messengers are the main communication channels that are used widely in online shopping. The telephone is a traditional but still effective way for exchanging information in e-commerce. There are a few e-commerce companies that offer a platform on their websites for real-time communication between buyer and seller, which makes it easier for sellers to manage their customer's service.

Convenience

Convenience in customer services indicates the ease of doing business with the seller. In an e-commerce business, each customer has their way to communicate, to make the payment, or they have their preferred shipping location. For example, one customer can be familiar with using WhatsApp as the main communication channel, another wants to talk on messenger or the phone. Payment methods

are even different between different customers. "The convenience dimension also plays a key role in a consumer's purchasing decision". (Murphy & Knemeyer 2018, p.139). To increase competitiveness, many e-commerce companies offer omnichannel marketing to serve customers.

5.1.1 Indicating customer services objective

Customers' standards and expectations play an important role in generating revenue for the company. Therefore, identify specific goals and objectives is very useful in getting to know customers more deeply and easily, thus, it makes the management decision less tough. The objectives need to be specific on how to achieve them, otherwise, it will be useless and will not ever be implemented.

According to Murphy & Knemeyer (2018), the objectives for customer services must cover five factors: specific, measurable, achievable, realistic, and time. These are called SMART factors. (p. 140). All the goals and objectives need to be specific so that personnel can understand which step needs to be done at which time, how many actions must be taken to achieve the result within a specific period. One example for SMART factors is: within the first quarter of the year, the goal is to reduce damaged goods from delivery to 18 percent from the recent number is 30 percent.

To establish objectives and goals, customers' viewpoints must be determined first. The planning objectives and goals are established to fulfill customers' wishes and desires. Besides, investigating customers' thoughts on competitors' service is also a great thing to set the standard for our business and help position ourselves on the market.

A minimum acceptable order size that is qualified for free shipping must be established, otherwise, the ROI will be negative. If the order size is too small, an additional charge on delivery fee will be applied.

5.1.2 Measuring customer services

"Control is the process of taking corrective action when measurements indicate that the goals and objectives of customer service are not being achieved. Measurement by itself is merely wasted time and effort if no action is taken based on the feedback received". (Murphy & Knemeyer 2018, p.141). "Customer service insights show that increasing customer engagement by 50 percent leads to 80 percent improvement in customer retention". (Dhangal, 2019).

The most important key issue for measuring customer services is to identify which factors are being measured. The measured factors must be specific to achieve a qualified result. All the key issues must be based on customers' insights, not from guessing the overall market's status. A survey is the best method to collect customers' insights and measure the effectiveness of the service actions.

Customer services dimensions	Measure
Time	<ul style="list-style-type: none"> • Order cycle time • Inquiry response time
Dependability	<ul style="list-style-type: none"> • Perfect order • On-time delivery
Communication	<ul style="list-style-type: none"> • Customer complaints • Order status information
Convenience	<ul style="list-style-type: none"> • Returns process • Response to emergency situations

Figure 8: Customer service measures (modified from Murphy & Knemeyer 2018)

To get all the measure numbers and information, survey and feedback can be sent to customers to collect the necessary information. Survey questions must be short and specific to achieve a better result. Besides the information provided by customers, purchasing record is also a good source to measure performance.

5.2 Delivery

According to the World Economic Forum 2018, the delivery time is getting shorter and the rising trend at the moment is one or two-hour delivery service. It is easy to understand because, with the change of technology every day, everything is becoming faster and faster, people expect to get things they want almost immediately. Besides, customers also demand flexible delivery choices rather than the traditional way, such as they can choose the location where they want to receive their order, at their convenient time. Locker, in-car, or pickup/drop-off are some examples of delivery services that customers require as well as retailers provide. There is a high cost for those services like this, however, depending on each person's preferences, suitable service will be provided.

5.2.1 Order delivery

"Almost half of the shoppers (46 percent) said that the choice of a convenient and personalized delivery service is a key factor in the online buying decision stage. If retailers aren't offering flexible fulfillment to meet the needs of their modern consumers, shoppers may look elsewhere." (Seko Logistics 2019). Order delivery refers to the time that the delivery guy picks up the product to the moment the good is delivered to the end-customer. (Murphy & Knemeyer 2018, p.136).

In a survey Delivering Consumer Choice: 2015 State of eCommerce Delivery done by Megapack, a SaaS company that provides delivery solutions for the retailer, between two companies who offer a similar product with the similar quality and similar price, 66 percent of shoppers bought goods from the one who offers a more appealing delivery service. Moreover, around 51 percent said they had canceled a few online orders because of poor delivery choices.

5.2.2 Last-mile delivery

The last mile refers to the period or the shipping of goods from the store or the inventory to the final destination that the customer prefers to pick-up. That is the last transit point or the last step in the delivery process. (Aized & Srari 2014). Performing a successful last-mile delivery is very critical because along with the growth in technology and omnichannel retailing, customers raising their standard

level higher. There are so many options for them to choose and they like to choose the most convenient way for their life. Demand for quick but low-cost, convenient, and high-quality delivery is strongly increasing which reshapes the way goods are delivered to the final destination. (World Economic Forum 2018). The cost for last-mile delivery is considered the highest in supply chains, accounted from 13 percent to 75 percent of total supply chain costs. (Aized & Srari 2014). A higher rate of unsuccessful delivery goes results in incurring extra cost, which drags the revenue down.

In the B2C e-commerce context, the failing delivery rate is relatively high. The challenge for e-commerce companies when they set their policies is that encouraging private-sector investment and innovation in logistics, say no to monopolies and market inefficiencies. (World Economic Forum 2018). This helps increase the competitiveness among carriers as well as heighten up the quality of delivery service.

To keep up with the rapid changes in customers' preferences, infrastructure limitation and regulations, alternative delivery options are given and introduced to the customers (Datex Corporation 2019):

- Click-to-collect locations
- Drones
- Grab delivery
- Robots

5.2.3 Reverse logistics

In B2C e-commerce business, returning goods rate is higher than in other businesses because the value of the goods is low and the number of orders is extremely high. Most of the time, the retailer will offer to return option to encourage customers to buy their products. Customers cannot see, touch, or try the product in real life so it is understandable that the product quality does not match their expectations. It is recorded that in online shopping, not only the return rate is high, but also intentional. Forty-one percent of online shoppers intent to

return the product before even purchasing. The impact of returns on business is not only the high cost but also the time-consumption, which does not bring any benefits for the retailers. Because of that, the optimizing return process will help reduce losing money and increase the chance to increase ROI for the business. (Modustlink 2019).

A 2009 survey about six most common reasons for returning a product done by the Supply Chain Consortium reported that nearly 75 percent of all reasons for returns includes:

- Customers ordered the wrong product or size
- Customer changed their purchasing decision after receiving the product
- No reason given by customers
- Product quality did not meet the promise described on website or catalog.
- Customers' expectation was not fulfilled
- Shipping company delivered wrong product or size

According to World Economic Forum 2018, to improve the online customer buying experience, many retailers or e-marketplace issue returning policy and service which include:

- Pre-printed returns labels and re-sealable packaging is sent along with the product
- A specific address for product return.
- Instructions and clear procedures for return and automated refund process.

Reverse logistics management is smaller than supply chains but the important levels are the same. The process determines the disposition and eligibility procedure for the returned goods. It helps with moving the goods to the vendor and reconcile financial matters between buyers and sellers and help the refund process happen smoothly. (Sehgal 2009, p.147).

5.2.4 Tracking and expediting

Tracking refers to identifying each location that the goods are delivered to during the course of their move, this involves the urgency of moving a shipment to the final destination (Murphy & Knemeyer 2018, p.258). One fundamental aspect of online shopping is the guarantee of delivery speed. If lacking this element, the convenience of online shopping will be diminished (OECD 2001, p.88). Customers' journey can be improved by increasing customer communication, especially in the delivery stage after the confirmation of the order, a tracking system should be set and notify customers so that they can follow and monitor the process right up to delivery. (Andreas & Henrik 2009, p.117).

Five ways to improve the parcel delivery experience outlined by Manish (2017) were summarized as follows:

- 1 Make sure that the parcel is handed to customers to prevent thieves. The best way is to notify the recipient in advance when the parcel arrives. Scheduling delivery time should be added in delivery service so that customers can be more active in managing their time to receive their goods at their convenience. The delivery schedule is a premium service that can add more competitiveness to that company over others.
- 2 Provide customers delivery windows with options such as specific date, time, and location preferred for picking up the parcel. Also, providing several ways for customers to receive packages. For example, many companies offer lockers which is similar with post office boxes when the parcel arrives at the lockers, a notification email will be sent to customers and they have.
- 3 Notifications about the arrived goods should be sent to customers and give customers some time to pick it up. The more communication channels are offered, the more likely customers read the messages or notifications. The top three channels that customers would like to engage in are email, text message, and order-tracking page. Normally, customers like tracking their orders, they want to know when the order is going to be shipped, which points the

parcel has arrived, the expected arrival time at the final destination, date and time the parcel will be shipped to customers. A good tracking system that helps customers follow their orders will be a premium selling point for the company that can offer that. The possibility to win loyal customers will be super high if the company handles these typical notices well. A few examples of parcel notifications:

- Parcel delivered by the carrier unsuccessfully.
 - Available for pickup after too many attempted deliveries
 - Unable to reach customers
 - Wrong address or wrong phone number was found
 - Delayed packages due to some reasons
- 4 Customer tends to become engaged with the company during the delivery period. A delivery-tracking page is must for the company who wants to impress their customers and to be more competitive on the market. Navar's Post-Purchase Benchmark Report in 2017 mentioned that:
- Customers visit the tracking page 3.1 times per order
 - The click rate on order-tracking page is higher than for marketing emails three times

By providing branded tracking page, the company also increases the opportunity for the sales and marketing team to upsell or cross-sell because it is easier to re-engage customers when they are tracking their orders on the company's page.

- 5 Environmentally friendly packaging is more likely impress customers nowadays, more than just eye-catching packaging like before.

6 SOLUTIONS

According to the result of the interview, there are three factors that people who had experience shopping on Shopee pointed out which are:

- Delivery
- Long-time resolve problem from customer service team
- Handling conflict between buyer and seller

These complains and feedbacks about the above problems have been around for a long time, and Shopee has not come up with better solutions or has quickly taken action to solve the problems permanently. Below, solutions for each identified problem will be drawn specifically.

6.1 Delivery

Thinking about why e-commerce and online marketplace have been becoming so popular in the first place, why do people open their phone or their laptop to buy detergent, blender, laptop, clothes, everything. The answer is because people do not like spending time going to the store, pick their items, and then go back home. Commuting is the most time-consuming factor that people want to get rid of and decide to shop online. Delivery is one of the key factors which affects buying decision and also, whether the customer would like to repeat the purchase or not.

To assess customers' satisfaction in delivery service, there are five parameters that we need to notice:

- Delivery speed
- Delivery time
- Value added
- Delivery price
- Returning policy

Shopee is doing good at offering delivery prices for their buyers, with various promotions on the free delivery fee, so we will not mention about delivery price solution for Shopee in this thesis. Besides delivery price, Shopee also has a clear policy on returning products, so this factor can be passed in the part of the solution as well. Solutions for other factors will be discussed below.

6.1.1 Delivery speed

Delivery in marketplaces like Shopee is a bit different than other marketplaces such as Tiki, Lazada, and other individual e-commerce sites. Tiki, Lazada, and individual e-commerce sites have more control in delivery because the products are always in their inventories when customers' orders are received, they only need to assign delivery staff to pick the products up at their specific warehouse and then deliver those products to customers on the demand time. However, Shopee is different because the company focuses more on drop-shipping to reduce inventory costs. This is a good idea for cost-saving, however, this factor added on the risks it might take which can increase delivery time. Shopee acts as the mediate party which provides shipping service between sellers and buyers. To be clear, Shopee is not a delivery company but a marketplace, and it cooperates with several delivery companies to execute drop-shipping ideas. The delivery time of Shopee might be slower than other marketplaces and individual e-commerce sites if Shopee cannot manage well. Factors that cause a delay in drop-shipping: products are not updated in real-time because Shopee does not have a warehouse. When this happens, Shopee has to wait for the sellers to fill up products, package them and be ready for the drop-shipper to pick-up them. To solve the problem of delay in delivery time, Shopee needs to have a strict policy for sellers about updating products constantly to avoid false information on the system and lead to delay in delivery time.

6.1.2 Delivery time

Shopee chooses drop-shipping to reduce risks and inventory cost which means that products must be delivered to a specific address and the buyers need to pick up their order directly from the delivery staff. The delivery time is mainly from 9

am to 8 pm, and the delivery staff may arrive at any time, and any day in the expected delivery days. Because the delivery day and time cannot be predicted exactly, plus there is no dropping place for delivery staff and buyers to pick up their order, failed delivery often happens because buyers cannot go out to pick up their order because they are busy at the time the delivery staff arrives. To solve this problem, Shopee should give buyers options to choose pick-up time, for example from 2 pm to 3 pm, to reduce the possibility of failed delivery. If buyers fail to pick up their orders, they will need to go to the app and choose another delivery time, which they might have to wait for few days. Besides, Shopee can allow buyers to adjust the delivery time, but the time of adjustment should not be close to the previously chosen time. By doing this, not only do buyers find it more convenient but also shippers and Shopee have more control in the delivery stage because all the requests have been recorded on the system.

6.1.3 Value-added

Shopee does not provide emails or notifications to buyers about their orders, even after buyers paid for the orders, there is no invoice issued electrically at all. Buyers must check on the app to know the status of their orders, which is all right but not very impressive for the buyers. There are other online marketplaces such as Tiki and Lazada that take better care of their customers. When buyers confirm their orders, there will be an email of order confirmation sent to them. Until the order was picked up by the shipper, there will be another email sent to buyers to notify them about this and remind them of the delivery time. Shopee does not provide any notification or reminder for their buyers about their orders, buyers must constantly open the app to check the status of their order, this is a minor for Shopee because there is no value-added in their delivery process. Shopee should learn from the other players in this point, which is adding more value for customers by communicating more and often reminding buyers about their orders' status. By adding this point, plus the advantage of offering a lower delivery fee, Shopee will be on top of choices among other players. Lower prices but not cheap is the strategy that Shopee should consider because investing in this added value will bring much more revenue for Shopee in long term.

6.2 Customer service

Two of the most frequent complaints of buyers on Shopee are response time and the way the customer service team solves the problems for customers. When customers raised a ticket to ask for support, there will be an automatic email sent to the customer. The time taken for a problem to be solved is usually from three to five days for a very simple case. There are many feedbacks about customer service staff being unprofessional and not helpful in helping and supporting simple requests.

6.2.1 Time taken to resolve customers' inquiries

Normally, there are three ways to contact customer service when there is any issue during the order process which are: calling the hotline, sending an email, and live chat. When customers choose to make phone calls to customer service, they expect that their problems should be solved quickly right after they end the call. However, there are many feedbacks about the same response were applied in all ways, which showed that the customer service team is not trained well on how to handle customers' inquiries. This is a big drawback of such one of the big online marketplaces in SEA, where many strong competitors have presented on the market longer than Shopee. The customer service role is extremely important and is considered as a selling point for customers to choose Shopee over other online marketplaces. Therefore, the way the customer service team handles situations must be changed.

Whenever a ticket is raised to the customer service team, the ideal time to solve the problem should be within a working day. If the problem is more complicated or the problem is related to technical issues, it can take more than 2 days. During the waiting time, customer service staff should constantly update the process that they are going through to the customer so that they acknowledge that their problem is being solved, and they will not complain even though the time taken to is a bit long. Customers have the right to be informed about the status of their inquiries.

Besides training the customer service team on how to handle customers' inquiries in the shortest time, taking advantage of technology in the customer support process is a good idea that should be considered. Using CDP (Customer Data Platform) to automatically update and manage customers' data will make it easier and faster to identify the problem and come up with the right solution and support.

6.2.2 Communication

There have been countless complaints shared on the internet from buyers on Shopee. More than half of the complaints related to customer service quality. Almost every customer service staff of Shopee has trained to respond to the same sentence with every situation: "We are sorry for your inconvenience, your information has been recorded and we will process for you as soon as possible, we will respond to you as soon as possible". This is not the response that customers would like to hear because it does not give them any helpful information about the status of their problems. Customers want to hear, right from the beginning, where their problems are transferred to, a basic solution for the problem, and they want to be updated on the status of the problem.

The first and foremost technique that Shopee should train customer service staff again is how to respond to customers' inquiries or complaints through indirect ways such as email or SMS. Instead of the same response to every situation, the response should be driven in a way that customers can see that their problem is being solved and will be solved soon. Also, customers always expect personalization because they can feel that they are being taken good care of. The same response for every customer makes them feel like they are talking to a robot and not being respected. Therefore, Shopee customer service staff must change the way to communicate with customers, using tailored engagement techniques and giving them proof that the problem is recorded and will be investigated right away will calm them down and even buy more time for the team to investigate the problem. At the moment, due to the evolution of technology, there is many ESP (Email Service Provider) offer personalization feature, building customer journeys for each circumstance and test which are the best ways for replying and engaging with customers. Utilizing technology in customer service will help Shopee cut

down the time for the customer service team while increasing customer experience tremendously.

Personalization Is Key to Winning Business



Figure 9: Personalization Is Key to Winning Business (<https://www.salesforce.com/> 2018)

6.3 Handling conflicts between sellers and buyers

This is a quite common problem on online marketplaces, not only Shopee faces this type of problem. However, Shopee received more complaints about this problem much more than other marketplaces. When facing this issue, customers will finally turn to the customer service team to ask for justice, however, the customer service team is not the right party who can help customers in this case. There has to be a clean process for both seller and buyer to follow to come to the final judgment that is fair in each case.

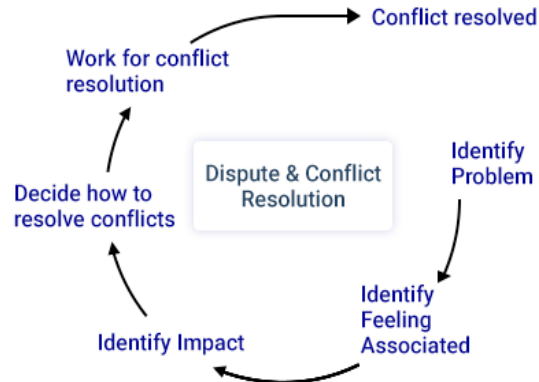


Figure 10: How to manage conflict (<https://marketplace.webkul.com/> 2019)

Shopee does have a policy for resolving a dispute between buyers and sellers. However, the policy has many flaws which have caused quite a several problems for buyers, because buyers are those who often fall into the scam on online marketplaces easily.

In case of returning products, Shopee requires the seller to provide a video clip related to the complained order which includes information such as packaging process which shows that information of buyer is filled correctly, the status of the product. On the buyer side, Shopee requires the buyer to provide the chat history about consultation, agreement between buyer and seller before the order was confirmed. These requirements are important, but they can be faked easily and Shopee cannot justify the truthfulness of the evidence. Besides, Shopee does have information in the Q&A section regarding the dispute, return, refund, however, the information is fragmented and it is hard for customers to research the process. Thus, customers often complain about the dispute process because they find it hard to understand the whole process clearly. This also leads to many cases that one party still struggles to understand the process while the other party already passed the case and the conflict is still there. To avoid this problem, Shopee should have a specific dispute process which consists of all the steps and time range for each step, for example:

- Buyer and seller should contact each other and try to solve the dispute themselves first.

- If the conflict still exists, buyer or seller can contact the dispute department and provide required evidence.
- The dispute department will assess all the evidence from both side within 3 working days.
- The judgement result should be announced after 3 days and both sides must follow the final decision.
- Return policy must be applied and followed closely in case the buyer has has the right to return the product. Return period must be indicated specifically.
- Follow up return process is refund. The buyer should be able to claim full or partial refund depending on each case based on the judgement of Shopee.

In reality, there will be other complicated problems occur such as the buyer or seller do not agree on final judgment and decision from the Shopee team, either party can raise another dispute request on the judgment and the time to resolve these cases may last a lot longer than normal. To limit these cases, Shopee better controls more strictly the profile of the seller and also the history of the buyer, above and beyond a strict regulation and detailed dispute, return, and refund process.

Most dispute cases go to the customer service team because quite often both parties do not come to a mutual agreement. Normally, online marketplaces tend to favor buyers more than sellers, but both parties are Shopee's customers and they both bring a lot of benefits for Shopee. There was one case that buyer intended to send pictures of her old bag and fired a dispute request saying that the seller sent her a fake bag. The seller could not prove the evidence because she forgot to film the video when she packaged the bag. After all, there were many orders. Shopee's final decision was that seller had to refund the money to the buyer. After the incident, netizens went to the buyers' social media account and found out that the fake bag was her old bag. In this case, the dispute team did make a mistake that they only based on the evidence provided, but not all evidence was true. In case neither buyer nor seller accepts the final decision and solution from the Shopee team, Shopee needs to be strict and apply the

regulation based on the team's investigation with a highly important condition: the dispute team must study the case extremely carefully and precisely, otherwise, it will affect badly on Shopee's reputation and trustworthiness.

7 DISCUSSION

7.1 Conclusion

The purpose of this thesis was to analyze feedbacks from Shopee's customers to point out specific neglects in all business factors, from that, giving some suggestions to improve customers' experience for all Shopee's customers to help increase trustworthiness and reputation for Shopee on the market. The current situation is that Shopee receives countless bad feedbacks from many review sites and very low ratings, which affect Shopee's competitiveness on the market. Receiving so many bad comments proves that Shopee needs to evaluate and analyze carefully to find out which business sides do not meet customers' expectations. Shopee is not the only online marketplace in Southeast Asia, neither a pioneer in the field. Besides, the online marketplace business is not an easy game for everyone. Lazada and Tiki are the big names in the game long before Shopee and they are still finding a way to make a profit from this business. Shopee is a late-game player, however, this is not a disadvantage but can be a big advantage because Shopee can observe and learn from the two big seniors.

The problems were first addressed from observation and research on review sites and feedbacks after seeing very low ratings and negative feedback. An interview was conducted among already purchased customers to find out which specific downsides and bad experiences when shopping on Shopee. While there were no comments related to experience using the Shopee app, concerns related to customer service, delivery, and conflicts between buyers and sellers were the most significant. To find out the exact truth about those reviews, an interview was conducted on real Shopee's customers. The collected data was then analyzed and aggregated on a chart for easier observation and evaluation. From studying the theoretical perspective of the addressed problems, this thesis offers solutions for each of the noted problems which helps Shopee erase the flaws in their business, increase their reputation and competitiveness on the market. There were three major issues that customers have faced when using Shopee which are: long-time resolve problems from the customer service team, delivery, and conflicts between buyers and sellers.

Customer service is one of the core values that an e-commerce business has to deliver to its customers. This factor plays an important role in increasing customers' loyalty. Every business needs to build a competitive customer service team and customer relationship program to stand out on the market. Shorten response time for each inquiry but not using auto-reply format for all customers is extremely important. Using engagement tools that have a personalization feature will help raise customer experience and make them feel that they are being taken care of. This will also increase productivity and lower the workload for the customer service team, help them deliver better results.

Delivery is another important factor that needs to be improved. Buyers cannot choose a delivery time, so there are many failed delivery cases. Shopee does not send emails to buyers to confirm the orders, so buyers often forget about the delivery date. One of Shopee's competitors, Lazada, is building Drop-off Point (DOP) so that buyers can go to the nearby dropping places to pick up their orders, without rescheduling delivery time or canceling orders. To reduce failed delivery due to buyer cannot pick up at the time product is delivered, Shopee should consider strategies like Lazada did, or notify buyers through email clearly about delivery time. Among the three big online marketplaces, only Shopee does not provide an email communication channel. This is an important channel for sending all notification letters related to orders to customers, but somehow Shopee does not provide that. The strategy of Shopee to focus on drop-shipping also affects delivery time, because Shopee does not have control over shipping time. Shopee does have punishment for sellers who receive bad feedbacks on delivery, however, that seller can always create another account and adjust a new profile to continue selling.

The last feedback for Shopee is about handling conflicts between buyers and sellers. Shopee does have rules for the dispute process, however, the process is not very clear and needs to be adjusted to make more sense and easy for both sides to follow.

7.2 Reliability and validity of the research work

To evaluate a research work, reliability and validity are two dispensable factors to analyze and decide whether the research is accepted widely. According to Joppe (2010), reliability indicates that the result of the research is precise and consistent through time. It means that the answers to the questionnaire, or interview, test are the same on repeated trials. Applying for this thesis, the theoretical framework is based on trusted sources of articles or generated from other research results. None of the analytical parts are proven by other researchers.

Validity indicates the trustworthiness of the research results. In this thesis, the data was collected and then analyzed from the answers of real customers of Shopee randomly on the street. The data analytic result has proven and clarified the observation, break down the problem specifically to make the process of finding a theoretical framework more easily and give essential and practical suggestions for the company.

7.3 Suggestions for future research

In this thesis, the interview was done randomly face to face on different locations, with open questions. The interview took more time than expected because it is not very easy to ask people to answer interview or survey questions in Vietnam. In future research, an interview of the survey should be done online with some compensation will be more effective. Shopee is a big e-commerce site in the Vietnam market because of its constant change in strategy to please as many people as it can. Therefore, the opinions on Shopee service and app will change as well. The research and suggestion may be outdated once Shopee changes, so observation should be done often to find out new problems and make changes in time. This will help Shopee realize and improve their flaws quickly, strengthen the company's competitiveness on the market.

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APPENDICES

Appendix 1. Initial interview questions

1. Have you ever shopped or opened a store on Shopee?
2. What are pros and cons shopping at Shopee?
3. How was your experience using the app or website?
4. How was your overall experience as a buyer?
5. What was your most frequent difficulty when shopping on Shopee?
6. Have you encountered conflicts with sellers/buyer as buyer/seller?
7. What did you do when there is conflict with seller/buyer?
8. Do you think Shopee's regulation on the dispute process is clear and easy to find and follow?
9. How many orders were delivered to you successfully?
10. How do you think about customer service of Shopee?
11. How was Shopee comparing to other online marketplaces?

Appendix 2. List of suggestions on Shopee customers' concerns

1. Have strict policy for sellers about updating products constantly to avoid false information on the system and lead to delay in delivery time.
2. Give buyers options to choose a pick-up time on website and app.
3. Send emails to confirm orders, notify delivery time and communicate with customers.
4. Whenever a ticket is raised to customer service team, the ideal time to solve the problem should be within a working day. If the problem is more complicated or the problem is related to technical issues, it can take more than two days. During the waiting time, customer service staff should constantly update the process that they are going through to the customer so that they acknowledge that their problem is being solved.

5. Using CDP (Customer Data Platform) to automatically update and manage customers data is will make it easier and faster to identify the problem and come up with the right solution and support.
6. Train customer service staff again how to respond to customers' inquiries or complaints through indirect ways such as email or SMS.
7. Give personalization responses when receiving customers' inquiries.
8. Have specific dispute process which consists all the steps and time range for each step.
9. Control more strictly the profile of seller and also the history of buyer, above and beyond a strict regulation and detailed dispute, return and refund process.
10. Strictly apply the regulation based on the team's. The dispute team must study the case extremely carefully and precisely.