

## The Magic of Marketing: Exploring the Effectiveness of Relationship Marketing and Global Marketing Strategy

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### ABSTRACT

This study focuses on analyzing the relationships among relationship marketing, global marketing strategy, experiential value, and customer satisfaction. Specifically, the research begins by exploring the impact effects of relationship marketing and global marketing strategy on experiential value and customer satisfaction. Furthermore, it examines the influence of experiential value on customer satisfaction. Additionally, the study employs an asymmetric data analysis approach to identify conditions that ensure high customer satisfaction. Empirical data are expected to be collected through a questionnaire survey targeting consumers, utilizing Google Forms. Multivariate analysis tools such as descriptive statistical analysis, factor analysis, reliability analysis, SEM, and fsQCA are anticipated to be employed. Results of SEM indicate that improving relationship marketing and global marketing strategy indeed helps to enhance customer satisfaction and experiential value. Furthermore, improving experiential value can further enhance customer satisfaction. Moreover, results of the fsQCA indicate that there are two sets of sufficient conditions leading to high customer satisfaction.

**Keywords:** relationship marketing, global marketing strategy, experiential value, customer satisfaction, SEM, fsQCA

### INTRODUCTION

In recent decades, consumer orientation has been a focal point in both academic research and practical business operations. Moreover, the majority of studies in the field of marketing generally emphasize exploring how businesses can meet customer needs to enhance competitiveness. For instance, Vo-Thanh et al. (2024) propose that there is a systemic issue in understanding the impact of customer satisfaction and how businesses can integrate data generated from customer feedback into product innovation. Also, customer satisfaction holds practical value in comprehending an organization's customer contentment. This aids the strategic management team in identifying target audiences and monitoring customer satisfaction. It also reveals key strategies at each touchpoint, thereby advancing the organization's service and product innovation. Memorable experiences contribute to heightened customer satisfaction. Customers seek seamless transactions to save time and effort. Utilizing platforms with positive ratings ensures a smooth process, leaving customers pleased and subsequently elevating their satisfaction levels. The enhancement of customer experience directly correlates with increased satisfaction, as service providers, observing the positive impact on other consumers, tailor unique experiences to improve overall performance (Mokha & Kumar, 2022). Fernandes et al. (2022) suggest that impact of political identity on customer

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satisfaction is both novel and consequential: conservatives consistently exhibit higher satisfaction with the products and services they consume compared to liberals. This effect stems from conservatives' stronger belief in free will, contributing to their steadfast confidence in the decisions they make. Therefore, this study considers customer satisfaction as a core issue and investigates its sources of influence and impact.

In the context of the global marketing trend, the majority of research commonly views relationship marketing and global marketing strategy as key antecedent variables affecting customer satisfaction. For example, Thaichon et al. (2019) indicate that when delving into theories of online relationship marketing, it is necessary to understand importance and influence on the evolving connections between businesses and customers in the digital realm. Out of the many theories available for explaining online relationship marketing, we specifically honed in on six core theories: Uses and Gratification Theory, Signaling Theory, Social Influence Theory, Social Capital Theory, Value Co-creation, and Customer Equity Theory. These theories serve as fundamental principles closely aligned with the stages of advancement in online relationship marketing. John and De-Villiers (2022) further suggest that service-oriented behaviors, trust, commitment, and infrastructural improvements by educational providers have elevated student satisfaction and loyalty towards higher education institutions. Institutions of higher education should commit to customer-centric, service-oriented strategies and actions, leveraging marketing practices to earn trust and foster loyalty among students. In the business-to-business environment, the affirmative impact and dynamics of relationship marketing have been robustly substantiated. Nonetheless, intensifying competition, escalating customer complexity, and market turbulence are gradually posing a threat to the continuity of buyer-seller relationships. Long-term engagements may be affected by alterations in customer demands or modifications in the portfolio and strategies of suppliers. These shifts commonly stem from fluctuations within the business environment, with a key factor being alterations in the economic trajectory (Cortez, Johnston, & Ehret, 2023). Zou and Cavusgil (2002) show that enhancing the performance in the global market is the major objective of firms. Specifically, the standardization perspective emphasizes the extent to which a firm's product, promotional strategies, channel structure, and pricing are standardized across various country markets. Conversely, the configuration-coordination perspective focuses on the concentration of a firm's value-chain activities in select country locations and the coordination among these countries. Meanwhile, the integration perspective highlights a firm's competitive advantage through active participation in major markets and the integration of competitive strategies across different country markets. Griffith (2010) indicates that market environment serves as a means for companies to navigate competitive market conditions. While marketing strategy encompasses various facets, it is typically formulated and implemented through the four elements of the marketing mix including product, price, place and promotion. The environmental-strategy framework posits that aligning strategies with environmental factors enhances operational efficiency, thereby boosting performance. Conducting a multi-tiered analysis of the institutional environment, coupled with a dynamic examination of institutional dynamics, aids global marketing scholars and practitioners in gaining a clearer understanding of the complexities they encounter as global markets converge. Merely articulating marketing strategies at the aggregate marketing mix level does not furnish the requisite granularity for effective strategy formulation. Based on these regards, this study considers relationship marketing and global marketing strategy as the primary antecedent variables influencing customer satisfaction and aims to explore their impact effects.

Furthermore, experiential value is also a focal issue in marketing and consumer-related research. It is widely recognized that experiential value plays a crucial role in the interplay between marketing strategies and customer satisfaction. For instance, Lee and Peng (2021) propose that interaction between perceived experiential value, direct experiences, and distant

evaluations of feelings is closely related. This interaction establishes the foundation for the perception of experiential value and determines the level of consumer relationship quality. Through the value-added concept in experiential marketing, the perceived experiential value can enhance consumer satisfaction and trust in the green environment, ultimately leading to experiential loyalty. Han, Yoon, and Kwon (2021) show that considering customer value as a trade-off between quality and price involves its hedonistic and experiential functionalities. The consumer experience should be viewed in a broader sense, encompassing the ideals, feelings, and enjoyment of the customers. This perspective broadens the interests of customers in various domains and prompts them to adopt similar approaches, as customer value is not solely based on rational choices but is multifaceted. Kim, Yoo, and Jeon (2021) note that experiential value, namely customer return on investment, outstanding service, atmospheric aesthetics, and escapism, are crucial for establishing and maintaining positive relationships with customers (satisfaction) and influencing customer loyalty. Accordingly, this study incorporates experiential value into the research framework to explore the relationships among relationship marketing, global marketing strategy, experiential value, and customer satisfaction.

### LITERATURE REVIEW

For businesses, the ability to cultivate and uphold the online relationship quality with purchasers is crucial for enhancing customer satisfaction. Online relationship quality is widely acknowledged as a high-level concept encompassing trust, commitment, and customer satisfaction. Customer satisfaction is an additional determinant of trust and commitment, influenced by online performance factors such as website quality and online customer service. Enterprises capable of establishing high-quality relationships with customers can reap benefits in terms of customer loyalty and engagement (Thaichon et al., 2019). Service-oriented behavior, trust, commitment, and infrastructure of educational providers enhance student satisfaction and loyalty to higher education institutions. Higher the goodwill trust customers have towards a brand, the greater their collaboration and overall satisfaction in the exchange relationship (John & De Villiers, 2022). Establishing and maintaining the quality of online relationships with buyers is imperative for companies aiming to increase customer lifetime value. Online relationship quality is widely recognized as a sophisticated concept involving elements such as trust, commitment, and customer satisfaction (Rosário & Dias, 2023).

Corporate activities aimed at deepening relationships with customers may strengthen the connection between Corporate Social Responsibility (CSR) and Relationship Marketing Orientation. In such instances, Relationship Marketing Orientation can function as an amplifier, fostering customer identification with an organization's CSR values and encouraging active engagement in the process. Relationship marketing establishes trust, respect, and care for customers through marketing activities. In the case of a socially responsible enterprise, relationship marketing enhances customers' positive evaluation of the company's status and image (Hoang & Bui Thanh, 2021). In the environment, relationship quality comprises three factors: trust, satisfaction, and commitment, indicating the overall strength of the relationship between suppliers and their customers. In summary, trust, commitment, and satisfaction are among the most crucial aspects of traditional relationship marketing (Garepasha et al., 2020).

Through the value-added concept in experiential marketing or relationship marketing, the perceived experiential value can enhance consumer satisfaction and trust in the green environment, ultimately leading to experiential loyalty (Lee & Peng, 2021). When customers engage in an experience for their own benefit, they acquire self-oriented value. On the other hand, other-oriented value is achieved when an experience reflects the relationship quality of customers with others, such as society or a retail store (Varshneya & Das, 2017). This results in higher expectations and support for the service provider, and they are willing to maintain the mutual relationship in exchange for the associated emotional returns (Rosário & Dias, 2023).

Relationship marketing is an organizational approach aimed at fostering mutually long-term, valuable, and beneficial relationships with customers. Also, the perspective of relationship evaluation emphasizes core building blocks such as trust, bonding, empathy, and reciprocity (Hoang & Bui Thanh, 2021). Perceived relationship marketing denotes the extent to which an organization invests resources, efforts, and attention in maintaining or enhancing relationships with customers, which cannot be recovered if these relationships are terminated (Garepasha et al., 2020). Based on the research findings mentioned above, this study formulates two research hypotheses to explore the impact effects of relationship marketing on customer satisfaction and experiential value.

*H<sub>1</sub>: Relationship marketing can improve customer satisfaction.*

*H<sub>2</sub>: Relationship marketing can improve experiential value.*

In the current business environment, organizations strengthen their relationships and engagement with customers by considering them as creators and co-creators of value. Value creation occurs when participants have access to resources, space, and time during engagement activities. Therefore, while social media provides a space for value creation, consumers still need resources, such as information, to actively participate in this process (Paswan, Blankson, & Guzman, 2011). Proactively managing markets and engaging with customers is a crucial driver for creating customer value, allowing companies to achieve superior business performance. Companies gain this competitive advantage by possessing an excellent understanding of their customers, enabling them to meet latent needs, anticipate future requirements, and ultimately create exceptional customer value (Brege & Kindström, 2020). Maintaining communication with customers and fostering their friendship and collaborative relationships is of paramount importance. Most companies will establish marketing strategies in the hope of proactively establishing regular interactions with customers, gaining a deep understanding of their needs, and knowing what each customer wants (Yi et al., 2021).

Brege and Kindström (2020) propose that proactivity enables B2B companies to actively influence changes in customer behavior by assisting them in interpreting environmental changes and responding to them to achieve desired outcomes, underscoring its significance in value creation. B2B markets typically involve a limited number of identifiable participants, and are increasingly globalized due to escalating competitive pressures. Therefore, as B2B markets evolve through interactions, with value creation inherent in these interactions and relationships, proactivity may be advantageous and meaningful for B2B companies themselves. For instance, higher levels of proactivity have been found to yield greater returns for companies launching new products in competitive and turbulent environments. By focusing on the relationship between customers and the enterprise, companies can partially shield themselves from the impacts of price competition by establishing long-term relationships, which are crucial for customer retention. Improving customer retention rates and satisfaction levels can enhance profitability and increase market share. Similarly, customer satisfaction and loyalty, which are interrelated, positively influence profitability and financial performance. Therefore, achieving customer satisfaction and loyalty is paramount for companies to ensure survival in competitive markets (Balci, Caliskan, & Yuen, 2019).

The characteristics of an aggressive marketing strategy include high-quality innovative products, close relationships with customers, extensive market research, market segmentation to identify premium target markets, selective distribution, and intensive advertising. For channel partners, this strategy implies an in-depth understanding of the market, closer collaboration with both suppliers and customers, and a willingness to invest in market research and research and development. A high degree of relationalism in marketing channels is likely to foster closer connections among channel intermediaries, strong identification with common goals, and a preference for long-term returns compared to a more transactional and short-term

orientation (Paswan, Blankson, & Guzman, 2011). Leaders observe that consumers have a more detailed understanding of their expectations, desires, preferences, and practices regarding the company, while businesses possess the expertise to meet these needs. Therefore, customer information aids companies in customizing service specifications and processes to meet customer demands. These data can also align with the customer's principles, serving as benchmarks for evaluating the service (Yi et al., 2021). Corporate Social Responsibility (CSR) generates a belief that companies uphold the welfare of stakeholders and do not exploit others or their employees. As a result, customers tend to trust and have confidence in socially responsible companies and feel reassured when establishing relationships with them (Agyei et al., 2021).

Brege and Kindström (2020) suggest that the primary focus of a competition-oriented strategy is to serve customers better than competitors. However, strategies overly fixated on competition may undermine company performance, as excessive emphasis on competitors (e.g., incessant market share monitoring) can be detrimental. Companies can enhance performance by seeking market advantages with less competition or stronger capabilities. Increasing awareness of the competitive environment can support the company's efforts in serving and enhancing customer experiences. Proactively competition-oriented strategies offer a more dynamic view of the market and strive to create market conditions beneficial to the enterprise (or through innovating its market products). Market orientation in global marketing can sustain and enhance business performance. The market orientation within the high-tech product environment indicates a positive link between market behavior and performance (Wu, 2011). Drawing on these research findings, this study formulates two research hypotheses to investigate the impact effects of global marketing strategy on customer satisfaction and experiential value.

*H3: Global marketing strategy can improve customer satisfaction.*

*H4: Global marketing strategy can improve experiential value.*

When customers are highly engaged in the service process, their expectations of value and worth (participation value and participation worth) also increase, leading to positive effects and emotions on satisfaction. Specifically, as they are involved in the service process, they take pride in a positive experience and exhibit greater tolerance when encountering service failures (based on their perceptions of value and worth). Therefore, customer participation and the value and worth experienced through their involvement in the creation and delivery of services positively influence their satisfaction levels (Yi et al., 2021). Perceived value is considered a crucial factor in driving customer satisfaction. Under equal circumstances, consumers are more likely to derive greater perceived value and increased satisfaction from products or services offered by a socially responsible company (i.e., the added value gained through positive social initiatives) (Agyei et al., 2021). Customer satisfaction refers to the extent to which customers compare the actual performance or delivery of a product or service with their expectations. Customers feel satisfied when they perceive that the actual performance or service delivery meets or exceeds their expectations. Service quality is measured by comparing customer satisfaction with service expectations. Customer satisfaction is a result of service quality. Therefore, there is a relationship between service quality and customer satisfaction (Abror et al., 2020).

The concept of experiential quality originates from the service quality model, highlighting the distinctions between service quality and experiential quality. Service quality is subjective, whereas experiential quality is objective. In the context of tourism, experiential quality measures the emotional responses generated by the visiting experience. It is widely acknowledged that several elements should be extracted to better comprehend the determinants of experiential quality (Feng, Chen, & Lai, 2021). Customer value perception is based on their

overall consumption experience, particularly within the service industry. Value cannot be directly extracted from the product or service itself but is derived from the consumption experience. The experiential aspect serves as a significant indicator for measuring perceived value. Experiential value differs from societal, functional, and market values, referring to the performance evaluation of products or services, such as price and durability. Experiential value relies on interactions involving either direct usage or distant appreciation of products and services (Fan, Hsu, & Lin, 2020). Based on the aforementioned research findings, this study develops H<sub>5</sub> to explore the impact of experiential value on customer satisfaction.

*H<sub>5</sub>: Experiential value can improve customer satisfaction.*

## METHODOLOGY

The present study contributes to analyze the relationships among relationship marketing, global marketing strategy, experiential value, and customer satisfaction using SEM and fsQCA. Therefore, the research primarily targets general consumers and employs purposive sampling to conduct a questionnaire survey for data collection.

This study develops six items to measure relationship marketing (RM) based on John and De-Villiers (2022) including RM01 (Do you consider the company trustworthy?), RM02 (Do you think the company meets your expectations?), RM03 (Do you believe the company provides high-quality products?), RM04 (Do you think the company offers assistance?), RM05 (Does the company provide one-on-one transmission of important information to you?), and RM06 (Will the company ignore you if you stop shopping?). Based on Zou and Cavusgil (2002), this study develops six items to measure global marketing strategy including GMS01 (The company's main products are standardized globally), GMS02 (The company launches identical promotional campaigns in different countries), GMS03 (The company has established storefronts in various countries), GMS04 (The company demonstrates high coordination across global markets), GMS05 (The company holds a greater market share than its main competitors), and GMS06 (The company's global sales growth outpaces that of its main competitors). According to Kim, Yoo, and Jeon (2021), this study uses six items to measure experiential value including EV01 (Do you feel satisfied when patronizing this company?), EV02 (Do you find the overall design of this company meets your expectations?), EV03 (Do you think the pricing of this company's products is reasonable?), EV04 (Do you find the services of this company to be more exceptional compared to its competitors?), EV05 (Do you think the ambiance of this company is great?), and EV06 (Do you feel that your experience with this company exceeds your expectations?). Based on the findings of Mokha and Kumar (2022), this study formulates customer satisfaction constructs: CS01 (I am satisfied with the products/services provided by the company), CS02 (I believe the products/services offered by the company meet my needs), CS03 (I believe the company can provide the products/services I require), and CS04 (I believe the company can provide sufficient marketing information).

## RESULTS

In contrast to past studies that commonly utilized symmetric data analysis methods, such as regression analysis or SEM, to examine net effects between variables, this study's primary contribution lies in not only utilizing SEM to explore the relationships among relationship marketing, global marketing strategy, experiential value, and customer satisfaction but also employing an asymmetric data analysis method, namely fsQCA, to identify the sufficient conditions leading to high customer satisfaction. This study utilizes an online questionnaire survey. The data collection period for the questionnaire is from January to March 2024. After excluding incomplete and invalid responses, a total of 226 valid questionnaires were collected. In this research, most of the participants were female (55.3%), single (77.9%), students (53.1%), between 21 and 30 years old (53.1%), with a College/University education (61.1%),

and an average annual income is less than USD 20,000 (71.2%). Table 1 presents the results of the reliability and factor analyses. As per Hair et al. (2019), all research constructs exhibit Cronbach's alpha values exceeding 0.87, demonstrating a high level of internal consistency among the research items. The validity of the constructs is assessed through the explained variance of each factor obtained from the factor analysis. The cumulative percentage of total variance extracted for all research constructs is greater than 0.63, indicating that the reliability and validity of these constructs are acceptable.

**Table 1: Results of reliability and factor analysis**

Constructs	Number of Items	Reliability	Convergent Validity
Relationship marketing (RM)	4	0.884	0.748
Global marketing strategy (GMS)	6	0.872	0.633
Experiential value (EV)	6	0.915	0.705
Customer satisfaction (CS)	4	0.992	0.814

According to Hair et al. (2019), CMIN/DF should not exceed 3, GFI should exceed 0.9, AGFI should surpass 0.9, NFI should be greater than 0.95, CFI should exceed 0.95, and RMSEA should be less than 0.08 to determine the model fit for relationship marketing, global marketing strategy, experiential value, and customer satisfaction. Results of SEM shows that CMIN/DF is 1.009 (less than 3), GFI is 0.945 (greater than 0.9), AGFI is 0.916 (greater than 0.9), NFI is 0.964 (greater than 0.95), CFI is 1.000 (greater than 0.95), and RMSEA is 0.006 (less than 0.08). These results indicate that the research framework for relationship marketing, global marketing strategy, experiential value, and customer satisfaction established in this study has good model fit. Furthermore, results of path analysis (see Table 2) show that relationship marketing has a significant positive effect on customer satisfaction, with standardized regression weights of 0.255, a C.R. of 3.852, and a p-value of 0.000. Therefore, the empirical results support hypothesis H<sub>1</sub>. Relationship marketing has a significant positive effect on experiential value, with standardized regression weights of 0.773, a C.R. of 10.501, and a p-value of 0.000. Therefore, the empirical results support hypothesis H<sub>2</sub>. Global marketing strategy has a significant positive effect on customer satisfaction, with standardized regression weights of 0.100, a C.R. of 3.676, and a p-value of 0.000. Therefore, the empirical results support hypothesis H<sub>3</sub>. Global marketing strategy has a significant positive effect on experiential value, with standardized regression weights of 0.189, a C.R. of 4.534, and a p-value of 0.000. Therefore, the empirical results support hypothesis H<sub>4</sub>. Experiential value has a significant positive effect on customer satisfaction, with standardized regression weights of 0.681, a C.R. of 8.536, and a p-value of 0.000. Therefore, the empirical results support hypothesis H<sub>5</sub>.

**Table 2: Results of path analysis**

Constructs	Standardized Regression Weights	C.R.	P-value
H <sub>1</sub> : Relationship marketing →Customer satisfaction	0.255***	3.852	0.000
H <sub>2</sub> : Relationship marketing →Experiential value	0.773***	10.501	0.000

H3: Global marketing strategy →Customer satisfaction	0.100***	3.676	0.000
H4: Global marketing strategy →Experiential value	0.189***	4.534	0.000
H5: Experiential value →Customer satisfaction	0.681***	8.536	0.000

Notes: \* indicates p-value < 0.1; \*\* indicates p-value < 0.05; \*\*\* indicates p-value < 0.01

This study further employs fuzzy-set Qualitative Comparative Analysis (fsQCA) to demonstrate whether relationship marketing, global marketing strategy, and experiential value are sufficient conditions for high customer satisfaction. According to Ragin (2017), this study utilizes the criteria of intermediate solution, with a solution coverage rate exceeding 0.1 and solution consistency surpassing 0.6. Table 3 shows that there are two sufficient conditions (i.e., Path A and Path B), with a solution coverage of 0.950 (greater than 0.1) and a solution consistency of 0.964 (greater than 0.6). These results indicate that Path A and Path B have good explanatory power and consistency. Path A indicates that high levels (i.e., present) of relationship marketing (RM) and global marketing strategy (GMS) necessarily lead to high customer satisfaction (values of raw coverage is 0.948, unique coverage is 0.755 and consistency is 0.968). Path B suggests that even when RM, GMS, and experiential value (EV) cannot be improved in the short term (i.e., absent), there can still be high customer satisfaction (values of raw coverage is 0.195, unique coverage is 0.003 and consistency is 0.966). Based on this sufficient condition, it may be other possible factors contributing to customer satisfaction. For instance, if customer has high level of brand loyalty, he/she may have high customer satisfaction even values of RM, GMS, and EV are low.

**Table 3: Results of fsQCA**

Path	RM	GMS	EV	CS	Raw coverage	Unique coverage	Consistency
A	●	●			0.948	0.755	0.968
B	○	○	○		0.195	0.003	0.966

Solution coverage: 0.950

Solution consistency: 0.964

Notes: Black circles “●” indicate the presence of causal conditions (i.e., antecedents). White circles “○” indicate the absence or negation of causal conditions. The blank cells represent “don't care” conditions.

## DISCUSSION AND CONCLUSION

### Discussion

The primary contribution of this study lies in the use of both symmetrical data analysis methods (i.e., SEM, Structural equation modelling) and asymmetrical data analysis methods (i.e., fsQCA, Fuzzy-set qualitative comparative analysis) to verify the relationships among relationship marketing, global marketing strategy, experiential value, and customer satisfaction. Results of the SEM study support five research hypotheses. These results indicate that improving relationship marketing and global marketing strategy indeed helps to enhance customer satisfaction and experiential value. Furthermore, improving experiential value can further enhance customer satisfaction. The results of the fsQCA indicate that there are two sets of sufficient conditions leading to high customer satisfaction. Comparing these two sets with the five research hypotheses reveals that H<sub>1</sub> and H<sub>3</sub> are supported by fsQCA, while H<sub>2</sub>, H<sub>4</sub>, and



H<sub>5</sub> are not. In other words, under the validation of fsQCA, relationship marketing helps to improve customer satisfaction, and global marketing strategy also contributes to higher customer satisfaction. However, other aspects did not receive empirical support. The similarity between SEM and fsQCA is that both support H<sub>1</sub> and H<sub>3</sub>. However, the difference lies in that H<sub>2</sub>, H<sub>4</sub>, and H<sub>5</sub> are supported by SEM but not by fsQCA. Additionally, the two sets of sufficient conditions in fsQCA indicate that no single factor can ensure increased customer satisfaction.

### Managerial Implications

Accordingly results of descriptive statistical analysis, the item with the lowest mean represents it the greatest degree of improvement, while the item with the lowest standard deviation represents the highest consistency in improvement, indicating the most consistent public opinion. According to the results of factor analysis, factor loading relates to the correlation with the entire research construct, and the item with the highest factor loading represents the strongest correlation and the best improvement effect. Therefore, this study develops managerial implications based on the items with the lowest mean, lowest standard deviation, or highest factor loading.

The research results indicate that strengthening relationship marketing (RM) helps to improve customer satisfaction and experiential value. Results of descriptive statistical analysis show that the item with the lowest mean is RM05 (Do you think the company offers assistance?). Based on this item, the study suggests that relevant companies and decision-makers should focus on personalized message delivery (e.g., through social media platforms like Facebook and Instagram). Additionally, in physical stores, they should promptly inform customers about current promotions and discounts. Regarding the item with the lowest standard deviation, RM01 (Do you consider the company trustworthy?), based on this item, companies can enhance trust by providing efficient, friendly, and professional customer service. Another method is to actively interact with consumers, listen to their feedback and suggestions, and then implement them. The best approach is to offer comprehensive after-sales service, ensuring the durability and reliability of products, and providing return, exchange, and repair services to boost consumer confidence in their purchases. The results of the factor analysis show that the item with the highest factor loading is RM02 (Do you consider the company trustworthy?). Based on this item, the study suggests that companies collaborate with industry experts to conduct market research in order to understand customer preferences and develop strategies aligned with customer expectations.

According to the results of SEM, strengthening the global marketing strategy (GMS) helps to improve customer satisfaction and experiential value. Descriptive statistics show that the item with the lowest mean is GMS02 (The company launches identical promotional campaigns in different countries.). Based on this item, the study suggests adopting a localization approach to attract consumers in different countries (e.g., Duolingo, KFC), ensuring that promotional materials and advertisements align with the local cultural background and language habits. Additionally, collaborating with local business partners or brands can leverage their influence and channels for promotion. Regarding the item with the lowest standard deviation, GMS01 (The company's main products are standardized globally.), the study suggests that companies can convey consistent brand information and core values through global advertising and promotional activities. Additionally, regular quality reviews and testing should be conducted to maintain product consistency and reliability. The results of the factor analysis show that the item with the highest factor loading is GMS06 (The company's global sales growth outpaces that of its main competitors.). Based on this item, the study suggests increasing brand promotion efforts by utilizing global marketing channels (such as social media and digital advertising) to enhance brand visibility and ensure consistency in brand messaging. Additionally, market-specific localization adjustments should be made, or

continued investment in product research and innovation should be pursued. This includes launching new products that meet market demands and adjusting and optimizing product design and functionality based on the needs of consumers in different regions.

Furthermore, enhancing experiential value (EV) can improve customer satisfaction. For the item with the lowest mean, EV03 (Do you think the pricing of this company's products is reasonable?), it is suggested that the company clearly display the pricing structure of its products, including costs, profits, and any additional fees. The company should ensure that the quality and functionality of its products or services match their price, so that customers feel that every penny they spend provides corresponding value (e.g., offering additional value through added services, warranties, customer support, etc.). Additionally, the company should regularly provide discounts, promotional activities, or limited-time offers to make customers feel they are getting a better price. For the item with the lowest standard deviation, EV02 (Do you find the overall design of this company meets your expectations?), the company can invite customers to participate in key stages of the design process, collecting their opinions and suggestions. The company should also offer diverse design options based on different customer groups' needs, allowing customers to customize according to their preferences to meet various needs and expectations. The results of the factor analysis show that the item with the highest factor loading is EV05 (Do you think the ambiance of this company is great?). Based on this item, the study suggests ensuring the quality of products and services to make customers satisfied, exceeding their expectations during service delivery to provide additional surprises and value. Additionally, regularly collecting customer opinions and feedback regarding the company's ambiance and making improvements based on this feedback will demonstrate the company's commitment to valuing customer input.

### **Limitations and Future Research**

The present study aims to identify the relationships among relationship marketing, global marketing strategy, experiential value, and customer satisfaction. Therefore, this study has five main research limitations, and the following recommendations are provided based on these limitations: Firstly, regarding the research constructs, the study focuses on relationship marketing, global marketing strategy, experiential value, and customer satisfaction. It is recommended that future research consider other constructs, such as customer loyalty or brand image. Secondary, regarding the research framework, this study includes two independent variables (i.e., relationship marketing and global marketing strategy), one mediator variable (i.e., experiential value), and one dependent variable (i.e., customer satisfaction). It is recommended that future research consider incorporating multiple independent variables or moderator variables to expand the new research framework. Third, this study primarily uses purposive sampling to conduct an online questionnaire survey and employs multivariate analysis tools (i.e., descriptive statistical analysis, factor analysis, reliability analysis, structural equation modelling (SEM), and fuzzy set qualitative comparative analysis (fsQCA)). It is recommended that future research use other sampling methods, such as stratified sampling, or employ other empirical data methods such as database analysis, or utilize other multivariate analysis tools like regression analysis. Furthermore, qualitative research methods, such as interviews, may also be considered in future research. Fourth, this study primarily focuses on general consumers. Future research could target consumers of specific brands or industries. Finally, the final research limitation is the study period, which spans from January to March 2024, totaling three months. It is recommended that future research extend the data collection period, such as conducting one to three years of data collection, to analyze changes in consumer attitudes.

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