

Conference Name: SSHRA 2025 – Social Science & Humanities Research Association International Conference, 15-16 December, Bangkok  
Conference Dates: 15-Dec- 2025 to 16-Dec- 2025  
Conference Venue: Ibis Styles Bangkok Ratchada 212 Ratchadapisek Road, Huay Khwang, Bangkok 10310  
Appears in: PEOPLE: International Journal of Social Sciences (ISSN 2454-5899)  
Publication year: 2026

Ching-Kuo Wei, 2026

Volume 2026, pp. 03-13

DOI- <https://doi.org/10.20319/icssh.2026.03-13>

This paper can be cited as: Wei, C.K.(2026). Experience-Value Oriented Management Strategies for Health Checkups in Taiwan Medical Centers. SSHRA 2025 – Social Science & Humanities Research Association International Conference, 15-16 December, Bangkok. Proceedings of Social Science and Humanities Research Association (SSHRA), 2026, 03-13

## **EXPERIENCE-VALUE ORIENTED MANAGEMENT STRATEGIES FOR HEALTH CHECKUPS IN TAIWAN MEDICAL CENTERS**

**Ching-Kuo Wei**

Asia Eastern University of Science and Technology, New Taipei City, Taiwan

[wck@mail.aeust.edu.tw](mailto:wck@mail.aeust.edu.tw)

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### **Abstract**

*The study aims to analyze the consumption behavior and the mechanism of loyalty formation among customers at high-end health management centers affiliated with medical centers in Taiwan. It focuses on how service quality, customer satisfaction, and brand image interact to influence loyalty in a highly competitive market. A survey method was adopted, targeting high-end health checkup customers at medical centers in Taiwan. From June to November 2024, 500 questionnaires were distributed, resulting in 446 valid samples. The questionnaire was reviewed by experts for expert validity, and the data met the required standards after reliability analysis.*

*Demographic Impact: Age significantly affects service quality, satisfaction, brand image, and loyalty. Specifically, the 31-40 age group scored higher than the 21-30 group across multiple dimensions. Additionally, customers with lower education levels exhibited higher loyalty.*

*Correlation Analysis: All main variables (quality, satisfaction, brand image, and loyalty) showed*

*significant positive correlations. Regression Analysis: The model explained 55.4% of the variance in loyalty. "Brand Image" was the most critical factor ( $\beta = .428$ ), followed by "Customer Satisfaction" ( $\beta = .306$ ). Notably, "Service Quality" did not have a significant direct impact on loyalty. Loyalty in high-end health checkups is primarily driven by "experiential value" and "brand trust" rather than basic medical quality, which is now taken for granted by customers. Healthcare institutions should strengthen brand positioning and differentiate themselves through professional imagery and high-end facilities. They should optimize the customer experience process (e.g., managing waiting times) and cater to the specific needs of different groups. Ultimately, providers must shift from a "quality-oriented" approach to an "experience and value-oriented" management model.*

**Keywords:**

High-end Health Checkup, Service Quality, Customer Satisfaction, Brand Image, Customer Loyalty

## **1. Introduction**

In modern society, the rise of health awareness has shifted people's focus from "disease treatment" to "health prevention". Health checkup services are a core component of preventive medicine. As both public and private medical institutions enter this market, health management centers have transformed from a simple medical practice into a highly competitive service industry. In this transition, winning customer trust and long-term support not only through professional medical technology but also through an excellent service experience and unique brand value has become a crucial issue for the sustainable development of the industry.

Customer loyalty, as an important indicator of a company's long-term competitiveness, has different influencing factors across various industries. However, research on how service quality, customer satisfaction, and brand image interact to influence customer loyalty in the Taiwanese health checkup service market is still relatively limited.

In light of this, this study uses high-end health management centers at medical centers in Taiwan as the empirical subject. The aim is to deeply analyze their customers' consumption behavior and the mechanism of loyalty formation, and to provide concrete and feasible management strategy recommendations for healthcare institutions, with the goal of standing out in the fierce market competition.

## **2. Literature Review**

### **2.1 Relationship between Service Quality and Loyalty**

Service quality, whether directly or indirectly, has a positive relationship with satisfaction, loyalty, and repurchase intention. Repurchase intention has a positive relationship [1], and customer satisfaction has a significant impact on customer loyalty [2].

### **2.2 Relationship between Customer Satisfaction and Loyalty**

Customer loyalty is influenced by customer satisfaction, and the two are positively correlated [3]. Customer satisfaction is mainly based on the ratio of the user's performance and expectations for the product or service [4]. Customer satisfaction is an important driver of customer loyalty, and there is a significant positive relationship between the two [4].

### **2.3 Relationship between Brand Image and Loyalty**

Brand image affects customer satisfaction and customer loyalty [5]. With a positive brand image and perception, consumers have a higher purchase intention [6].

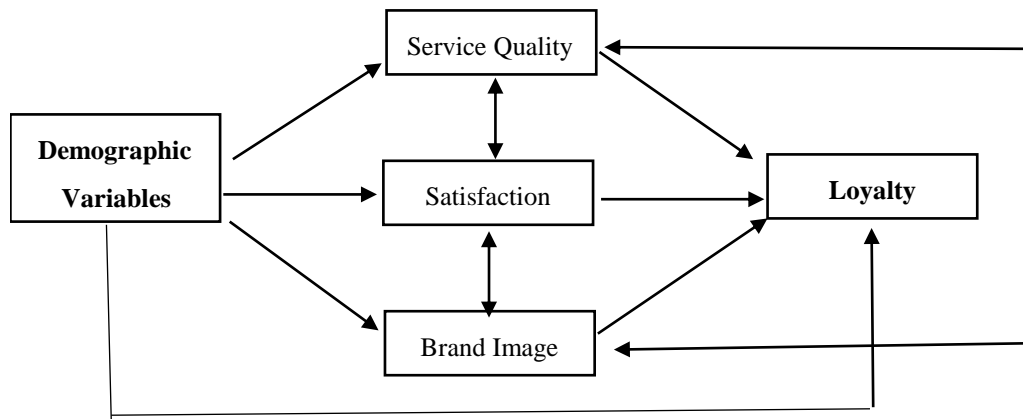
### **2.3 Interrelationship between Service Quality, Customer Satisfaction and Brand Image**

The scope of customer satisfaction is broader than service quality. Product quality, service quality, price, and complaint situation factors all affect customer satisfaction, while the measurement of service quality only focuses on the service quality construct [7]. Therefore, perceived service quality is considered to be just one factor that influences customer satisfaction [7]. Satisfaction and service quality established an integrated model of service quality and satisfaction, which found that service quality is the most important factor affecting satisfaction [8].

Brand image plays an important role in creating customer satisfaction [9]. The corporate reputation chain framework points out that customer satisfaction has a direct relationship with a company's brand image [10]. Service quality has a significant positive relationship with value and image [11].

## **3. Research Materials and Methods**

This study adopts a survey method based on the research framework (as shown in Figure 1). The study was designed with customers of high-end health checkups at medical centers in Taiwan as the research subjects. From June to November 2024, 500 questionnaires were distributed, and 457 were returned. After excluding 11 invalid questionnaires, there were 446 valid samples. The questionnaire was reviewed by experts and had expert validity. The Cronbach's  $\alpha$  for the questionnaire's reliability analysis was 0.836, indicating that the questionnaire has considerable internal consistency.



**Figure 1.** *Structure*

## 4. Results

### 4.1 Analysis of Differences in Demographic Variables across Dimension

There were no significant differences between gender, marital status, occupation, and the Dimension. There were significant differences in age across the different Dimension as shown in the table below. The analysis of variance using age showed highly significant differences across all Dimension. This indicates that age has a significant impact on quality, satisfaction, brand image, and loyalty. A post-hoc test using Scheffe's method yielded the following results: For the quality construct, the 21-30 age group was less than the 31-40 and 41-50 age groups. For the satisfaction construct, the 31-40 age group was greater than the 21-30 age group. For the brand image construct, the 21-30 age group was less than the 31-40, 51-60, and >61 age groups. For the loyalty construct, the 31-40 age group was greater than the 21-30 age group. Furthermore, for education level, those with a lower education level had higher loyalty than those with a higher education level (Table 1).

**Table 1.** Analysis of Variance for Age on Different Dimension

	Age	n	Mean	Std	F	P	Post
Quality	a	18	4.1429	1.09785	4.850	.000***	b<c、 d
	b	92	4.0823	.65696			
	c	129	4.3743	.46981			
	d	116	4.3929	.47169			
	e	78	4.3599	.59511			
	f	13	4.6264	.70116			
Satisfaction	a	18	4.4352	.64204	3.227	.007**	c>b
	b	92	4.1649	.77526			
	c	129	4.4470	.45974			
	d	116	4.3606	.47035			
	e	78	4.4124	.58092			
	f	13	4.5641	.66157			
Brand Image	a	18	4.2000	.67563	5.244	.000***	b<c、 e、 f
	b	92	3.7696	.74299			
	c	129	4.1271	.64320			
	d	116	4.0000	.66725			
	e	78	4.2077	.79246			
	f	13	4.4769	.80224			
Loyalty	a	18	3.8222	1.03558	3.524	.004**	c>b
	b	92	3.7239	.81462			
	c	129	3.9411	.75598			
	d	116	3.8483	.71584			
	e	78	4.0923	.78736			
	f	13	4.4769	.80638			

\*p<0.05 , \*\*p<0.01 , \*\*\*p<0.001

a: <20=a ,b: 21-30=b , c: 31-40=c , d: 41-50=d, e: 51-60=e , >61=f

## 4.2 Correlation Analysis

This study analyzed the correlation between "Quality," "Brand Image," "Customer Satisfaction," and "Customer Loyalty". The correlation coefficient table is as follows: This study used Pearson's correlation coefficient (Pearson's  $r$ ) to examine the linear relationship between the main variables. The analysis results show as Table 2. That all variables have a significant positive correlation ( $p < .01$ ). Specifically: Quality and satisfaction ( $r = .739$ ,  $p < .01$ ) have a high positive correlation, indicating that the better the quality perceived by customers, the higher their satisfaction. Brand image and satisfaction ( $r = .720$ ,  $p < .01$ ) and brand image and loyalty ( $r = .710$ ,  $p < .01$ ) both show a high positive correlation, indicating that brand image has a key impact on customer attitudes and behaviors. The relationship between satisfaction and loyalty is moderately high ( $r = .676$ ,  $p < .01$ ), showing that an increase in satisfaction will effectively enhance customers' willingness to be loyal. Quality and brand image ( $r = .694$ ,  $p < .01$ ) have a high correlation, indicating that product or service quality helps to shape customers' brand impression. Quality and loyalty ( $r = .610$ ,  $p < .01$ ) have a moderately high correlation, showing that quality is still an important foundation for customers' continued support. Overall, there is a significant positive correlation between quality, satisfaction, brand image, and loyalty, verifying the theoretical relationships constructed by the research hypotheses.

**Table 2.** Pearson Correlation Analysis of Dimension

	Quality	Satisfaction	Brand Image	Loyalty
Quality	1			
Satisfaction	.739**	1		
Brand Image	.694**	.720**	1	
Loyalty	.610**	.676**	.710**	1

\*\* $p < 0.01$  , \*\*\* $p < 0.001$

### 4.2.1 Regression Analysis

To explore the impact of each independent variable on customer loyalty, this study conducted a multiple regression analysis with quality, satisfaction, and brand image as independent variables. The results are shown in the Table 3.

The overall regression model is significant ( $F = 183.163$ ,  $p < .001$ ).  $R^2 = .554$ , indicating that the model can explain about 55.4% of the variance in customer loyalty, which is a moderately high explanatory power. The adjusted  $R^2 = .551$ , showing that the model has good stability.

Regarding the impact of each independent variable: Brand image has a significant positive impact on loyalty ( $\beta = .428$ ,  $p < .001$ ), with a high effect size. This shows that brand image is the most critical factor driving customer loyalty. Satisfaction also has a significant positive impact on loyalty ( $\beta = .306$ ,  $p < .001$ ), with a moderately high effect size. This indicates that customer satisfaction strengthens their loyalty tendency. The impact of quality on loyalty is not significant ( $\beta = .080$ ,  $p = .110$ ), and the effect size is low. This indicates that while quality is a basic condition, its effect may indirectly influence loyalty by improving customer satisfaction or brand image.

The combined results show that the formation of customer loyalty is mainly driven by brand image and customer satisfaction, while "quality" plays a fundamental and indirect role.

**Table 3.** Regression Analysis of Quality, Brand Image and Customer Satisfaction on Customer Loyalty

	Coefficient	SD	Beta	T	P
Constant	-0.260	0.201		-1.292	0.197
Quality	0.107	0.067	0.080	1.600	0.110
Satisfaction	0.415	0.070	0.306	5.908	0.000***
Brand Image	0.468	0.053	0.428	8.864	0.000***

$R^2=0.554$  Adj- $R^2=0.551$   $F=183.163$   $P=0.000***$

\* $p < 0.05$  , \*\* $p < 0.01$  , \*\*\* $p < 0.001$

## 5. Conclusion and Suggestions

### 5.1 Conclusion

This study addresses the relationship between service quality, customer satisfaction, brand image, and customer loyalty for high-end health management centers affiliated with medical centers in Taiwan. The research results show:



- Brand image and customer satisfaction are the key factors influencing customer loyalty. Among them, brand image has the highest effect on loyalty ( $\beta = .428$ ), indicating that building a good brand image can significantly increase customers' continued support and willingness to revisit. Satisfaction is the next most important ( $\beta = .306$ ), also being a key driver for strengthening customer loyalty.
- Service quality does not have a direct significant impact on customer loyalty, but can indirectly affect loyalty by improving customer satisfaction and brand image. This suggests that in the high-end health checkup market, customers have come to take basic medical quality for granted, and excellent service quality alone is not enough to directly drive loyalty.
- Regarding the impact of demographic variables, age, education level, and monthly income have significant differences on someDimension. In particular, those with a lower education level have higher loyalty, indicating that different groups have different needs and value perceptions for health checkup services.
- Overall, this study proves that in high-end health checkup services, the formation of customer loyalty primarily relies on "experiential value" and "brand trust," rather than just the basic quality of medical professionalism.

## 5.2 Suggestions

Based on the research results, the following practical suggestions are proposed:

- **Strengthen Brand Image Building:** Healthcare institutions should focus on brand positioning and differentiated management. By using a professional medical image, humanized care, and high-end facilities, they can enhance overall brand value and strengthen customers' sense of psychological identification.
- **Optimize Customer Experience Process:** In addition to professional medical quality, health management centers should pay attention to process details (such as check-in flow, waiting time management, and the comfort of the examination environment) to make customers feel cared for and respected, thereby increasing satisfaction.
- **Pay Attention to the Needs of Different Groups:** For customers with a lower education level or those experiencing a health checkup for the first time, information transparency and explanation services can be enhanced to prevent information gaps from affecting customer trust and loyalty.

- Shift from a "Quality-Oriented" to an "Experience and Value-Oriented" Approach: Basic medical quality is the minimum expectation of customers. Medical institutions should focus their marketing efforts on how to create experiences and brand value that exceed expectations, for example, exclusive health consultants and regular follow-up visits, to strengthen the long-term connection between customers and the brand.

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