

# *Importance of Managing Service Quality*

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**Abstract:** Good service quality has long been considered as a necessary requirement for a successful business. Under speed delivery of goods, besides the time requirements, it is also essential to ensure service quality from take away riders. This article conducts research on delivery services of Meituan. We begin the research by analyzing online contents from customer reviews to figure out high frequency negative comments from customers. With that, we design our service quality and service management questionnaires. After in-depth analysis on the survey outcomes, we figure out the weaknesses of Meituan service management process. Our results suggest that even though Meituan has high quality food providers, there is a need to improve the management process to strengthen the impact of service quality to repurchasing incentive from customers.

## 1. Introduction

With the widespread usage of Internet in business, e-commerce has been growing rapidly. In China, large corporations like Alibaba, Jingdong, and Meitua have been incorporating their platforms in the area of retailing, entertainment, travelling, as well as food delivery. This improves the quality of life dramatically. Furthermore, with the emergence and widespread of Covid 19 throughout the whole world, lots of customers use online platform to purchase good and service. Among them, the penetration of catering delivery services is the fastest. With the changes in national consumption patterns, catering delivery platforms have accelerated their development and strive to promote the so called "everything at home" consumption habit. Meituan, which is mainly engaged in food delivery services, has continuously expanded its business, by increasing the pool of available supplier, and making greater efforts to promote digital marketing and operations. Relying on a huge traffic pool, on the 10th anniversary of its establishment, it successfully surpassed one trillion yuan in market value, and Meituan has become an Internet giant after Alibaba and Tencent.

Ever since 2015, Meituan has expanded its speed delivery service from food delivery to other types of product. By now, Meituan has been gradually penetrating its business to meet customers' diversified needs. According to the year 2021 annual report from Meituan, annual sales of takeaway food ordered in 2021 increased by 13% compared with 2020, and the total revenue increased by 56%, in which annual sales performance of takeaway business increase by 45%, and the average transaction size of annual transaction users increase by 25%. Under the background of epidemic prevention and

control, the growth of Meituan is even faster. This can be seen from the fact that the average transaction frequency from customers is becoming higher and higher. Moreover, even though Meituan is developing rapidly and manages to deliver high quality product to its customers, there are more and more complaints from their customers concerning its service quality from takeaway riders as well. That means Meituan has to find a way to improve its service quality from takeaway riders in order to deal with the increasing market competition from other e-commerce platforms. Besides Meituan, Eleme is another big giant specialized in speed delivery of food, and its business and target customers overlap with Meituan a lot. Over these years, there is fiercer and fiercer competition between in this industry. Currently, Meituan has competitive advantage by investing on multi-dimensional motivation scheme to its takeaway riders as well as using mature LBS technology, to ensure riders' high delivery efficiency. As a result, Meituan has expanded its delivery business to covered 2,800 cities and counties across the whole country. Nevertheless, given that majority of the consumers are concerning service quality form takeaway riders, Meituan has been realizing that there an urgent need to find a way to motivate its takeaway riders to serve the consumers better to maintain its competitive fringe. Over these years Meituan has taking measures such as improving the equipment used by its riders, imposing stricter evaluation on service quality from riders, increasing payment schemes, as well as optimizing job assignment procedure. These measures imposed are in fact intended to find a way to manage its service quality in a more cost effective way. Therefore, it is an interesting question to have a look at whether Meituan manages to improve its service quality and consumer satisfaction successfully. By answering this question, it contributes to the literature by emphasizing that product quality and the way to conveying product quality are two essential components in delivering better service in model business.

## 2. Analysis of Consumer Experience

According to the "2022 Meituan and Its Industry Chain Research Report", Meituan's market share in the food speed delivery industry accounted for nearly 70% in the first quarter of 2022. With its strong organizational capabilities, Meituan actively focuses on maintaining its leading position in the market. Over these years, the company has exerted great efforts to improve its corporation image, by contributing to implement corporate social responsibility like environmental protection or labor right protection. In addition, Meituan has also actively supervised the merchants in its platforms to ensure food quality. Moreover, given that it is difficult to control the service quality from take away riders, there are still lots of complaints from customers. That is the reason that Meituan emphasizes that there is an urgent need to find a way to improve the service quality from Takeaway riders in its "2019 – 2020 Social Responsibility Report". In view of this, our article would like to have a scientific look at consumer's perception on different component of the consumers' perception on the service quality. Our research is essential for platforms concentrate on instant food delivery business to have a better understanding on how to improve service quality through managing service quality from their takeaway riders.

### 2.1. Analysis on Customer Review

Since Meituan has large teams of takeaway service riders, it becomes harders to maintain high quality service from takeaway riders. As a results, there are more and more negative reviews in the Internet. This negative consumer review harms Meituan's corporate image significantly. In order to have a first impression on the problem. We use Python to analyze all the customer reviews in "Black Cat Complaint Website" from July 2021 to July 2022. We first obtained 15369 reviews that are related to "Rider", "Delivery", "Takeaway". After that, we select vocabulary in the review with negative emotion and occur with high frequency. Our results are summarized in table 1 below.

Table 1: High Frequency Negative Customer Review

	Keyword	Frequency		Keyword	Frequency		Keyword	Frequency		Keyword	Frequency		Keyword	Frequency
1	Time	3550	6	In advance	1958	11	Question	1293	16	Complaint	854	21	Minutes	618
2	Contact	3129	7	Reach	1958	12	Customer	1039	17	Refund	814	22	Unable	614
3	Missing	2827	8	Safe	1858	13	Order Received	1003	18	Delivery	800	23	Attitude	591
4	Late	2672	9	Service	1732	14	Cancel	1003	19	Prevention	721	24	Delivery Fee	576
5	Customer Service	1976	10	Epidemic	1639	15	Bad Review	899	20	Reach	725	25	Bad Attitude	532

From Table 1, the highest frequency occurred review is time related, which appeared 3550 times. After a deeper look at the reviews, we have the following observation. First, for the complaints related to time, customers log complains concerning the riders confirming delivery before it actually happened. For the complaints related to communication, customers log complains concerning the difficulties to obtain timely response from takeaway riders. For the complaints related to missing gifts, customers log complains concerning the discrepancy between ordered goods and the one actually received. For the negative review related to others, we summarized the results in Figure 1 below. In the figure, the bigger the letters indicates the higher the frequency for the occurrence of the complaints.



Figure 1: Frequency Distribution of the Keywords for Negative Comments

From figure 1, we can see that the service quality of the takeaway riders can be subdivided into dimensions related to time, rider attitude, completeness of the goods received, as well as communication. First, customers are concerning whether the delivery could reach on time. The customers’ negative reviews include “It has been passed more than 1 hour after submitting my order but no rider has been arranged yet.”, “It has been passed a long time but my order has not yet arrived.”, “I have not yet received my ordered foods but it has been indicated that I have made the confirmation.”, “It have been passed more than half an hour after the predetermined time but no one follows up my enquiry.” These reviews deliver the goods on time is an essential component of service quality for instant delivery platforms like Meituan.

Second, the freshness and completeness of the delivered goods is another important component of the service quality of the instant delivery platforms. The customers' negative reviews include "I ordered a bowl of noodle, but the noodle has been become soft when it reached." "I ordered a cup of ice coffee but the ice has been melting down when it reached." These reviews reveals that there is a need for instant delivery platform to take measure to guarantee that the food ordered remains fresh and complete when it reaches the destination.

Third, there are also a lot of complaint concerning the gifts are missing when the package reaches. When they have an enquiry on this issue, neither the riders nor the merchant respond to it actively.

Lastly, the attitude of the riders is another main concern from the customers. The negative customers' reviews include "Difficult to contact the riders for check the status of the delivery", "I kept on sending message to the riders but there is not any response", "The attitude of the riders is terrible." All these indicate that it is important for the platform to take measure to ensure timely respond to the customers' concerns from the rider.

## 2.2. Dimension for Service Quality Management

Gronroos(1982)<sup>[1]</sup> is a seminal paper to propose that service quality can be measured by the difference between perceived service level and expected service level. Along this line of rationale, Meituan have noticed that having a good regulation on takeaway riders are essential for ensuring Meituan to have the ability to expand its business continuously. Moreover, given that most of the takeaway riders are self-employed, it is difficult for Meituan to control their behavior strictly. Therefore, there is a need to have a scientific measurement of the service quality from takeaway riders to motivate them to work according to the interest of Meituan. This article in fact serves this purpose to build up an evaluation index on the service quality form takeaway riders. Through that it could help us to evaluate service quality for Instant Delivery Platform properly.

As e-commerce in China is growing rapidly, there is more and more research on service quality. The most recent papers are Zhou and He (2022)<sup>[2]</sup>, Zhang and Xiao (2022)<sup>[3]</sup>, and Liao and Tang (2021)<sup>[4]</sup>, which analyze the optimal path for logistic development. In addition, Liu (2021)<sup>[5]</sup>, He (2021)<sup>[6]</sup>, and Chen etc. (2020)<sup>[7]</sup> concentrate their research on the problems faced by the logistic firms in their development. Moreover, there is in lack of research on the evaluation on service quality from logistic firms. Currently, paper like Ye (2017)<sup>[8]</sup> and Qiu (2017)<sup>[9]</sup> use SERVQUAL model for the evaluation. Besides, Li etc.( 2016)<sup>[10]</sup> use LSQ model to serve this purpose. In sum, the dimensions of current measurement of logistic service quality include the following. First, Zhang (2015)<sup>[11]</sup> proposes to include informative, economy, reliability, responsiveness, and empathy. Second, Fan and Zhang(2018)<sup>[12]</sup> proposes to include delivery quality, handling of information, employee service quality, error handling quality, and Personalized service quality. Third, Odintsova et al. (2019)<sup>[13]</sup> proposes that demand saturation, covered delivery area, customer satisfaction, flexibility, reliability, and complaint rate. Lastly, Kalia et al. (2017)<sup>[14]</sup> proposes that package design, information quality, delivery speed, pickup convenience, and ease of return.

Real-time delivery service is a branch of the logistics service but the former is more complex than the latter. Traditional logistic service places a lot of emphasis on operational and inventory management. Moreover, real time delivery service counts on lots on the takeaway riders. That means the service quality from takeaway will have dramatically impact on the perceived service quality from customers. In view of this, this article would like to design a new measurement index for service quality for real-time delivery service by combining the current service quality questionnaires namely LSQ model for logistic service and SERVQUAL model. SERVQUAL model has long been used as a standard way to measure service quality. Moreover, this model is not designed particularly for evaluating logistic industry service quality. On the contrary, LSQ model is specifically designed for



evaluation of service quality for logistic industry. Moreover, it only concentrates on different part of the operation management without including any element from customers' perception on the service received. Given that customers are the end target to be served, there is a need to include customers' perception in to LSQ model to have a better prediction on service quality on instant delivery platform. With that in mind, we would like to construct a new questionnaire by taking the real situation of China into consideration through using the outcomes from analyzing the contents of customer reviews.

After constructing our own questionnaire, we invite six experts in instant delivery service industry to have a first review on the questions to ensure the reliability of the contents. The experts include three researchers working in university, one regional manager of Meituan in Guangzhou, one regional manager of Meituan in Shenzhen, one regional manager of Meituan in Beijing. After that, we preliminary divide the questionnaire with the following dimension. These four dimensions are guarantee, reliability, expertise, and observability. Guarantee dimension includes delivering the good to right place at a right time. Reliability dimension includes the good received is complete. Expertise dimension includes the attitude of the takeaway riders and the backup persons. Observability includes the dressing of the takaway riders and the equipment they are using. With these preliminary works, we design the formal questionnaire and to analyze the impact of service quality management to purchasing intention of Meituan.

### 3. Questionnaire Design and Analysis

#### 3.1. Model Building and Hypothesis Testing

This article intent to analyze the importance of service management in affecting the purchasing intention of consumers. The model posits that good service management will reinforce the positive impact of the service quality to the consumer's willingness to purchase. The model is list in figure 2 below. First, the hypothesis of positive impact of service quality to purchasing intention has been confirmed in lots of previous literature. Sun and Zhang (2013)<sup>[15]</sup>; Hu(2016)<sup>[16]</sup>. In real estate service management background, Su (2021)<sup>[17]</sup> shows that service management will affect residential satisfaction positively. In speed delivery background, Shi (2017)<sup>[18]</sup> shows that customer perception of service quality will have significant positive impact to consumer's willingness to purchase.

Second, service quality management is essential for instant delivery platform like Meituan. In this scenario, Meituan counts on a large group of takeaway riders to convey quality perception to consumers. Thus, it is essential to have a good system to manage the quality of these takeaway riders. There is in lack of research in this line of rationale. Caceres & Paparoidamis (2007)<sup>[19]</sup> In view of this , we would like to complete the literature by having a thorough analysis on service management for the takeaway riders. Thus, hypothesis 2 is the service quality from takeaway riders will moderate the positive effect of service quality to willingness to repurchase from consumers.

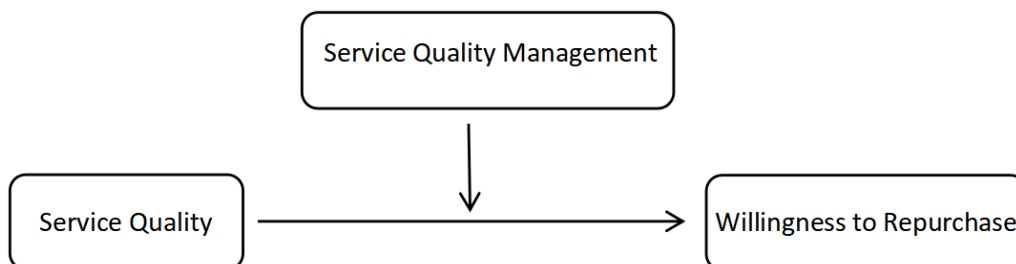


Figure 2: Model Setting

Combing the analysis on customer review, expert consultation, and literature review, we build up our measurement on service quality, service management, and willingness to repurchase by using the scale index from Shokou-hyar, Shokoo-Hyar & Safari(2020)<sup>[20]</sup> and Jiménez-Castillo & Sánchez-Fernández(2019)<sup>[21]</sup>. We use five-point Likert scale to quantify the attitudes of the respondents.

### 3.2. Choice of Target Respondents and Summary Statistics

Before the survey, we choose the target respondents based on the following criteria. We first figure out that Guangdong, Zhejiang, Liaoning, Shandong, and Guangxi as the major provinces with lots of complaints on the service quality of Meituan in 2022. After that we compare the GDP for those provinces, and eventually decide to use Guangdong as our target province. In addition, given that Guangzhou and Shenzhen are two major well developed cities, we will concentrate our analysis on these cities. In addition, according to the information from 《Year 2021 Chinese Consumers' Takeaway Food Ordering Report》, 35.2% of the consumers from Meituan ordered takeaway food for below 5 times, 27% of them have the ordering between 6 to 10. Given that we would like to have a research on the consumer group with more frequent ordering, our target group of respond will concentrate on the one with ordering between 6 to 10 times.

We distribute 1086 questionnaires and receive 1032 valid response with effective response rate 95%. The summary statistics of our survey results are listed in table 2 below. Independent T test results show that there is not significant difference between the characteristics between the respondent from these two cities. It indicates that it is valid for us to pool the sample from these two cities to have a group test on the data obtained. There are about 60% of the respondents are male with average age between 31 to 40. These reflex the real situation for Guangzhou and Shenzhen. For education level, the average education level is undergraduate with average income 6000 to 10000. These characteristics are consistent with our target to have a research on the relatively high income group. Besides, majority of the respondents order takeaway food for more than 21 times. Thus, this group of consumers will constituent with majority of the business for Meituan. In sum, the summary statistics indicates that the respondents of our survey are not systematically biased to certain group.

Table 2: Sample Distribution of Questionnaire

Sample Characteristic	Items	Sample		Sample Characteristic	Items	Sample	
		Quantity	Proportion (%)			Quantity	Proportion (%)
Sex	Male	619	60	Monthly Income	2300 to 6000	304	29.5
	Female	413	40		6001 to 10000	404	39.1
Age	Year 18 to 22	237	23		10001 to 15000	220	21.3
	Year 23 to 30	223	21.6		15001 above	104	10.1
	Year 31 to 40	208	20.2	Number of Usage	Below 5	88	8.5
	Year 41 to 50	213	20.6		6 to 10	218	21.1
	Year 50	151	14.63		11 to 20	537	52
			21 above		189	18.3	
Education	High School	219	21.2				
	College	212	20.4				
	Degree	401	38.9				
	Master or Above	200	19.4				

## 4. Survey Results and Model Analysis

### 4.1. Survey Results

We first test the reliability and validity of our questionnaire. We use inter-item correlation and Cronbach's  $\alpha$  to test the internal consistency of service quality, service management, and willingness to repurchase measurement. The results are listed from table 3 to table 5. The results in three tables indicate that while the inter-item correlations are all higher than 0.7, the Cronbach's  $\alpha$  indexes are 0.93, 0.95, and 0.81 with all above 0.8. Lastly, the deleted item alpha indexes are all below overall Cronbach's  $\alpha$ . These statistics all reveal that our questionnaire is internally consistent and it is suitable to have further analysis on the survey results.

Table 3: Internal Consistent of Service Quality Measurement

Item	Inter-Item Correlation	Deleted Item alpha
Q6	0.80	0.91
Q7	0.81	0.91
Q8	0.80	0.91
Q9	0.80	0.91
Q10	0.81	0.91
Q11	0.79	0.91
Q12	0.82	0.91
Q13	0.80	0.91
Overall Cronbach's $\alpha$ : 0.93		

Table 4: Internal Consistent of Service Quality Management Measurement

Item	Inter-Item Correlation	Deleted Item alpha
Q14	0.78	0.94
Q15	0.78	0.94
Q16	0.80	0.94
Q17	0.78	0.94
Q18	0.79	0.94
Q19	0.78	0.94
Q20	0.79	0.94
Q21	0.79	0.94
Q22	0.79	0.94
Q23	0.80	0.94
Q24	0.78	0.94
Q25	0.78	0.94
Overall Cronbach's $\alpha$ : 0.95		

Table 5: Internal Consistent of Willingness to Repurchase Measurement

Item	Inter-Item Correlation	Deleted Item alpha
Q26	0.85	0.74
Q27	0.86	0.73
Q28	0.84	0.76
Overall Cronbach's $\alpha$ : 0.81		

With the above analysis to illustrate the internal consistent the questionnaire, we will further have a look at the item loading, AVE and CR statistics to confirm the external consistent of the questionnaire. The results are list in Table 6 and table 7. From the two tables, standard loading for all the items are above 0.7 AVEs are above 0.5, and CRs are above 0.7. These statistics reveal that our questionnaire has satisfactory convergent validity as well as internal validity. Lastly, confirmatory analysis results indicate that the dimensions we use have good explanatory power. Furthermore, RMSE is less that 0.06、 SRMR is less than 0.1、 RNI and CFI are above 0.95. All these suggest that our questionnaire has good external consistent and convergent validity. Thus, the questionnaire we construct reflex the real situation appropriately.

Table 6: External Consistent of Service Quality Measurement

Item	Dimension	Item Loading	CR	AVE
Q6	Observability	0.77	0.75	0.60
Q7	Observability	0.78		
Q8	Reliability	0.75	0.72	0.57
Q9	Reliability	0.76		
Q10	Responsive	0.79	0.75	0.60
Q11	Responsive	0.76		
Q12	Guarantee	0.79	0.75	0.60
Q13	Guarantee	0.77		

Table 7: External Consistent of Service Quality Management Measruement

Item	Dimension	Item Loading	CR	AVE
Q14	Guarantee	0.77	0.82	0.60
Q15	Gurantee	0.77		
Q16	Guarantee	0.79		
Q17	Reliability	0.76	0.78	0.81
Q18	Reliability	0.77		
Q19	Reliability	0.76		
Q20	Professional	0.77	0.75	0.86
Q21	Professional	0.77		
Q22	Professional	0.77		
Q23	Professional	0.79		
Q24	Observability	0.77	0.79	0.74
Q25	Observability	0.77		

#### 4.2. Model Estimation and Hypothesis Testing

In this subsection, we use confirmatory factor analysis to construct the indexes for service quality, service quality management, and willingness to repurchase. After that, we use ordinary least square to test the model statistically. The estimated results are list in table 8 below. The statistics in table 8 reveal that the direct effect for service management to willingness to repurchase is that one unit improvement in service management will enhance the willingness to repurchase by 0.49 units significantly. Moreover, one unit improvement in service quality alone will only enhance the willingness to repurchase by 0.28 units. This indicates that the direct impact of service quality management is 1.75 times the direct impact of service quality. Therefore, it is important to have a good service management on the takeaway riders to enhance the willingness of purchase from



consumers. Furthermore, the coefficient for interaction term of service quality and service quality management is 0.12, which indicates that good service quality management could reinforce the positive impact of service quality to willingness to repurchase. Therefore, our analysis indicates that it is essential to have a good service quality management to enjoy the highest benefits from improving service quality.

Table 8: Model Estimation Results

Willingness to Repurchase	Coefficient	P Value
Service Quality	0.28	0.000
Service Quality Management	0.49	0.000
Interaction between Service Quality and Service Quality Management	0.12	0.001
Constant Term	0.11	0.002
Adj R-Square =	0.78	

## 5. Conclusion

Even since the launching of Meituan in 2013, it has been expanding rapidly. During the expanding, there has been more and more problems raised by consumers. In view of the complaints from consumers, Meituan has exerted dramatically efforts in redesigning their scheme and compensation scheme for its takeaway riders. Moreover, our survey results reveal that many problems remain, which have significantly negative impact to perceived service quality from consumers. Based on our survey results together with the high frequency complaints from customer reviews, we would like to suggest Meituan to improve in following four ways.

Firstly, our survey results indicate that Meituan has relatively low scores in service quality management. In particular, in “Guarantee” dimension, majority of the respondents suggest that the takeaway riders press the confirmation before the goods are actually transferred to the hand of the consumers. This is consistent with the observation in high frequency negative comments from consumers. Furthermore, during our interview with the 5 VIP customers for Meituan, they suggest that even if they lodge complaints on this bad behavior from takeaway rider, Meituan is reluctant to take follow up action seriously. It is because it is extremely difficult to have explicit evidence to charge the mis-behavior from takeaway riders. Thus, our research outcome suggest that Meituan need to have a more strict regulation to figure out this kind of mis-behavior and punish the one guilty of this kind of bad behavior.

Secondly, in “professional” dimension, majority of the consumers suggest that the takeaway riders have bad attitude in serving them. Given that it is very essential to ensure the politeness of the staff serving consumers. Therefore, there is an urgent need for Meituan to have more training for takeaway riders to teach them to have the right attitude in delivering the instant food. Otherwise, Meituan may lag behind in this highly competitive market.

Third, in the “reliability” dimension, lots of the consumers express the view that the food delivered to the consumers lost their original texture. This might be due to the fact that takeaway riders do not have sophisticated equipment to protect the food as well as they received too many orders once. Thus, there is a need for Meituan to provide more sophisticated equipment to their takeaway riders to help to keep the original nature of the delivered food. At the same time, Meituan need to have a better

arrangement in compensation scheme to motivate the takeaway riders to take measure to protect the delivered food.

Lastly, in “observability” dimension, lots of the consumers concern that the equipment used is not clean enough. In fact, this has been a problem raised back to year 2017. Our survey results reveal that this problem remains even after five years of policy reform. Therefore, Meituan should exert more efforts to improve the equipment used and train its takeaway riders to convey the message that they will clean up the equipment used frequently.

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